Coursework Header Sheet

234457-197

UNIVERSITY of GREENWICH

Course	BUSI1359: Pathway Specialisation Project	Course School/Level	B/PG
Coursework	Dissertation	Assessment Weight	90.00%
Tutor	N Perra	Submission Deadline	29/09/2016

Dissertation submission

Coursework is receipted on the understanding that it is the student's own work and that it has not, in whole or part, been presented elsewhere for assessment. Where material has been used from other sources it has been properly acknowledged in accordance with the University's Regulations regarding Cheating and Plagiarism.

000957817 **Eylul Bengisu Balta**

Tutor's comments

Grade Awarded_____ ***For Office Use Only_____*** ***Final Grade_____***

Moderation required: *yes/no* ***Tutor_____*** ***Date _____***

University of Greenwich Business School

MA International Business

September 2016 starter

BUSI1359: Pathway Specialisation Project

Supervisor Mrs. Nilajana Sensakar

A Case Study of the Impact of Turkish Internet Governance Framework on the Hypothetical Launch of Depop Application in Turkey

Eylul Bengisu Balta 000957817

Acknowledgements

I would like to offer my sincere gratitude's to The Universe for lending me the power and will to complete my thesis. I am proud and feeling happy with the outcome of my work.

I would like to thank Dr. Aaron C. Van Klyton for his guidance through my dissertation and enlightening me with this up to date subject.

I would like to thank my tutor Mrs. Nilanjana Sensakar for tutorial sessions and sharing the vision. As well as, thanking all the teachers and University of Greenwich for the amazing courses and experience.

I would like to thank my parents, Ugur Gulek Balta and Tulin Balta for all their support and love during my International Business Masters.

I would like to offer my sincere thanks and gratitude to my dear engineer aunt, Tulay Bozkurt for her guidance during my student life.

I am truly grateful to the Universe for creativity and compassion granted in me and I am thankful to amazing people and souls involved in this chapter of my life.

Thank You

September 2017

Eylul Bengisu Balta

TABLE OF CONTENTS

Chapter IV – DATA PRESENTATION AND ANALYSIS

Chapter V – CONCLUSION

LIST OF FIGURES

ABSTRACT

Study's main subject is the hypothetical launch of new global, United Kingdom based, online shopping, selling and trading application "Depop" in Turkey within consideration of internet governance multistakeholder model.

Aim is also to encourage and guide young entrepreneurs to analyse the possible outcomes in an e-commerce business environment and governing factors.

Study will use extracted country data based on gross domestic product levels, investment statistics and country comparison to understand market conditions and interpret exterior inputs as well as the interior inputs affecting launching a new business in a new market environment.

The case study has three main inputs. Turkey is the business environment, the market chosen to analyse. Depop application is the business model entering the new market and the controller parameter is Internet Governance. Study is based on assumptions and relevance criterions cannot be measured unless eligibility of the direct data is available. In decision making process other factors should be included. In this study, Internet Governance aspect will be applied.

Cross cultural examination can be another parameter in examining different countries, societies and markets. Only Depop application's users will be examined through Hofstede's cross-cultural dimensions.

Internet Governance on Turkish e-commerce platforms and adaptability of the model will be examined. Furthermore, Internet Governance can forecast and link challenges and advantages of a business (Box, 2009).

One of the limitations in dissertation process was the limited data. There was no acquisition of primary data regardless sending a direct mail to the company. Secondary data is collected from statistics on websites.

Keywords: Internet Governance, OECD, ICANN, E-commerce, Depop, Turkey, United Kingdom.

CHAPTER I

1. INTRODUCTION

Introduction section will demonstrate general route and aim of the thesis. In addition, prelude section of the study will discuss and compare modern world aspects to thesis subject. Furthermore, hypothesis will be stated and research questions will be derived.

1.1. Prelude

Changing and challenging market conditions requires creativity. The term "market" definition varies yet the only thing that is constant is a market requires players. Players can change, adapt or fail regarding the conditions in the path to success. Players are the business providers. Users are the consumers of the businesses. There cannot be a concrete definition of success. Profit or market shares are the visualisation of the partial success of the business. Uprising digitalisation defines sectors adaptability and compatibility in the path of success. Users always exists and equilibrium is created by both sides. This is the basic economics aspect and macro micro economics is the base of every industry. Analysing resources, optimising conditions, rising the bar of flexibility and most importantly understand human/consumer needs are some of the main actions of survival in capitalist business world. High level of technology can be beneficial and destructive for companies. Subject of the dissertation is one of the newly launched creative mobile and web based online selling buying platform "Depop". Application is United Kingdom based and launched in 2011. Millennials are the main users of the application and millennials are the future. Depop, a business surviving in digital age furthermore challenging established online applications such as Ebay and Amazon. An entity's existence in market has control mechanisms thus digital age control mechanisms has many controllers with many providers. Internet governance is the main controller and the provider in digitalisation process.

In real world, there are institutions existing to keep harmony and unity such as European Union and United Nations. The term internet governance is created to maintain coherence between internet and its users with rules decided by governmental and public institutions.

Internet Governance is the aspect of ruling and developing of the internet with respected policies decided by organisations such as Internet Governance Forum, OECD and government itself. In order to keep digital harmony, avoid infringements and push innovation, these organisations evolve and adapt to technology constantly. Internet Governance Forum is a multinational and multistakeholder forum which takes place annually in different locations of the world in where participants discuss public internet policies. Internet is the cyber interpretation and reflection of the real world.

1.2. Hypothesis

1.2.1. Research Background

Local or national brands expanding to global markets and mainly to emerging markets aiming for market share and globalisation. Whilst competing in local markets, business owners look for solutions in international markets as well. Business aspect offers the change in developing supply chain systems, companies pursuing optimal manufacturing and market options to expand their economy as well as contribute to the country's economy. On the other hand, demand side of the equilibrium shows the shift towards changing world trends. Especially, awareness has increased and recycling have become one of the highlighted topics.

All these subjects are interlinked because instead of augmenting the production, businesses tend to find solutions in creating environment friendly products with minimise waste and production costs.

To manufacture a t-shirt, 5,000 gallons of water is needed and Environmental Protection Agency stated that there had been 15.1 million tons of textile was wasted. Consciousness to minimise waste led to new business solutions in fashion industry. Trade and selling of vintage and second-hand garments become more and more popular.

Depop, is one of the newly launched e-commerce business who pursues trading and selling of the vintage, second-hand products varying from clothes to valuable magazines.

Hypothesis of the study is "Depop as a UK based E-commerce platform has strong chances of success when introduced in Turkey."

1.2.1.1.Research Questions

1- Do Government and Internet Governance have an integrated relationship?
2- Do government types have a governing factor on launching e-commerce businesses?
3- Does Depop application has an opportunity of acquiring profit in Turkish marketplace?

1.2.2. Research Strategy

Study will focus on government effects on internet governing policies and policies impact on electronic commerce businesses. Turkey and United Kingdom competitive market and e-commerce industry will be examined.

CHAPTER II: LITERATURE REVIEW

2. INTERNET GOVERNANCE: WORLDWIDE ASPECT

2.1. Governing of the Internet

Chapter 2 consists providing information on Internet Governance term, governing and regulatory aspects within respect to examining global organisations. In addition, Multistakeholder model will be explained. Furthermore, examination of two countries Turkey and United Kingdom will be made respectively. Dissertation subject focuses on United Kingdom based e-commerce application's, Depop's hypothetical launch in Turkey, thus examining governing aspects and market environment of the two countries will clarify the subject. Following, UK Policy making, governance network and Internet Governance framework will be provided within respect to governing factors, rules, regulations and organisations.

Internet Governance, as the term defines, governing of the Internet with respected to policies regarding potential benefits and unforeseen challenges in digitalised era of the Modern World. The Internet enabled countries to connect in global scale as well as provided cultural exchange among societies.

In addition, eligibility provided to the resources and databases, led globalisation and internationalisation of technology, science and human resources (Box, 2009). Internet governance optimises utilisation of domain and IP resources since sources are scarce, costly and valuable (Solum, 2008).

2.1.1. Governance Models

Internet Governance is an institutional organisation and governments role is to regulate activities within frameworks. One of the Internet Governance aspect, model of transnational institutions and international organisations accepts the fact that internets borderless nature and acts in between governments (Akdeniz, 2003).

The model of code and Internet architecture comprehends regulatory approaches of communication protocols within internet operations. On the other hand, the model of national governments and law accepts the fact of internets regulatory systems is being run by national governments. Another framework supports that the internet decisions are being shaped by market regulations and economics (Akdeniz, 2003).

2.1.2. Multistakeholder Model

In 1984, R. Edward Freeman suggested Stakeholder theory in order to balance issues of ethical and moral framework in organisations and management. In order to deal with complexity of policies, multistakeholder model has emerged. Stakeholder can be an individual, group of people or an organisation, whom contributes in organisational decisions and policies. (Brouwer, Woodhill, Hemmati, Verhoosel, & Vugt, 2016) (M. Kurre & B.A., 2017).

Multistakeholderism maintains coherence and connection processes in governmental structures with respect to infringement. Multistakeholder model consists compilation of businesses, civil organisations, governments, institutions and nongovernmental organisations whom goal is to find creative solutions to problems regarding governmental issues (Kurre & Collin, 2017).

Multistakeholder model has contributions in learning processes of the stakeholders from different industries and the gathering exploit stakeholders' creativity, interaction and cultural exchange while aiming to work towards same mission. Furthermore, stakeholder decision making and executing processes can be visualised by two phased action board in where objectives and outcomes are defined (Brouwer, Woodhill, Hemmati, Verhoosel, & Vugt, 2016) (Hill, 2014).

In phase 1, substantive process of multistakeholderism objective is to develop an optimal action plan and derive conscious results. Cooperation and coordination between stakeholders is the key to the optimal outcomes (M. Kurre & B.A., 2017).

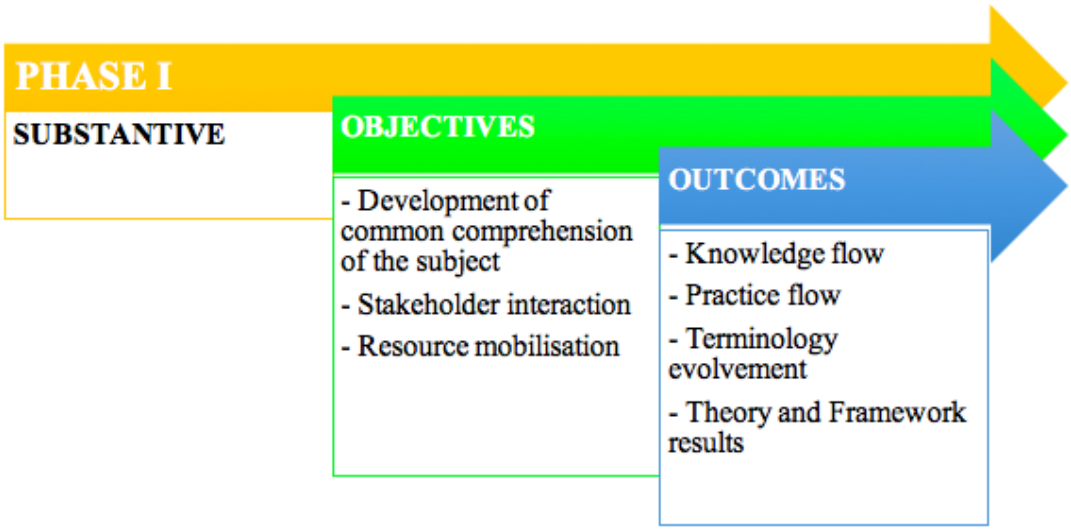

Fig.1: Substantive process of multistakeholder framework (Kurre & Collin, 2017)

Figure 3 visualises action plan process of multistakeholder model. Mainly, stakeholder objectives and actions are implemented and as a result, policy orientation and regulations launch (M. Kurre & B.A., 2017).

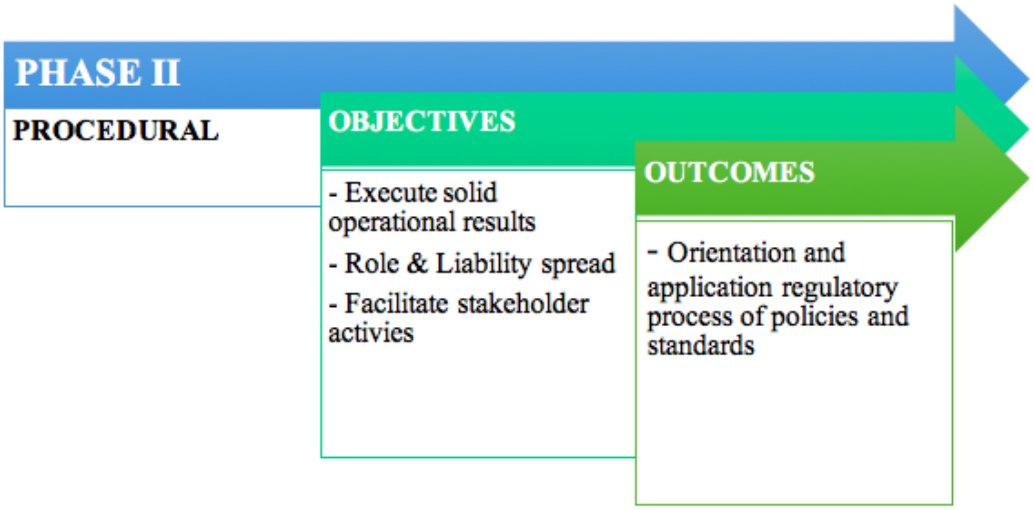

Fig.2: Procedural process of multistakeholder framework (Kurre & Collin, 2017)

2.2. Transparency

Transparency is the eligibility of access to the information on online resources. Information accessibility increases direct proportionally with transparency and it has always been in context of European Union market legal processes for improvements and it is a central input to regulatory environment of the market segments and governing systems (Weber H. R., 2010) (Weber R. H., 2008) (Fawcett, 2001).

Governance of the internet and its openness is directly related because increase in transparency will increase potential reachable information and enhance communication exchange between institutions. Furthermore, ICANN proposed that structural improvements can be made with contribution of new stakeholder users to related civil organisations and Internet's open accessibility is an opportunity towards transparent communication in future negotiations and statements (Weber R. H., 2008) (Fawcett, 2001).

2.3.Organisations

2.3.1. ICANN

The Internet Corporation for Assigned Names and Numbers is a volunteer international civil organisation established in 1988 in order to gather global Internet stakeholders to provide and held responsible for assigning and controlling names and numbers to the Internet. However, context of the internet is not being filtered through ICANN (Weber R. H., 2008) (ICANN, 2017)**.**

ICANN is a form of multistakeholder theory and goal is to maintain stable unified internet under policies and governmental development (ICANN, 2017) (Weber H. R., 2010).

2.3.2. Country Code Names Supporting Organization

Country Code Name Supporting Organisation function is to optimise global policies and consult ICANN's Board regarding country code top-level domains. Related global subjects are being discussed and afterwards, exchanged ideas and the result is being shared through this platform. County code top-level domains are abbreviations used in the end of world wide web domains to specify the country like .uk for United Kingdom (ICANN, 2017) (Weber R. H., 2008)

2.3.3. Generic Names Supporting Organization

Top level domains such as .com, .net and .org are being generated by GNSO, Generic Names Supporting Organisation (ICANN, 2017).

2.4.Turkey Internet Governance Framework

2.4.1. Turkey Internet Governance & Regulations

Decentralised structure of the Internet eliminates borders of the nation's yet policy making, governing and regulating is crucial for adapting to global markets, technology and innovation processes (Akdeniz, 2003). Also, it is difficult to regulate Internet from a single channel because the it is possible to access it from another channel so that organisations and governments exists to keep the harmony, coordination and the safety of infrastructure. Channels are domains of the countries or generally the worldwide web itself.

Turkey's participation to international forums is crucial to the development of policies and internet. In 2014, Internet Governance Forum was held in Istanbul, Turkey and forum subjects consisted Policies Enabling Access, Content Creation, Internet as an Engine for Growth & Development, IGF & The Future of the Internet Ecosystem, Enhancing Digital Trust, Internet and Human Rights, Critical Internet Resources and Emerging issues (IGF, 2017) (Akdeniz, 2003).

Turkey is not a member of European Union yet member of European Convention on Human Rights since 1954 and some governing policies are in line with European policies especially individual rights. In addition, social conditions and politics differs from country to country and censorship may apply in different government types. According to OECD, Turkey is less competition friendly (OECD, 2017).

Articles contained in European Convention on Human Rights involving both United Kingdom and Turkey can be divided into parts under privacy of communications, data protection and freedom of information.

- Everyone has the right to respect for his private and family life, his home and his correspondence (European Convention on Human Rights, 2017).

Data protection law is one of the crucial laws in European countries and European Union stated it under article 8 that every individual has their right to protect data concerning them. Implementing articles can vary in government types. Freedom of Information is one of the articles open to discussion when accessibility to internet is easy and boundary less. Freedom of Internet laws yields access for individuals to reach information of the government or public data (Akdeniz, 2003) (European Convention on Human Rights, 2017).

Freedom of Law in Turkey can be open to debate. "Bilgi Edinme Hakki Kanun Tasarisi", a regulatory paper which is being considered in Turkey by Ministry of Justice to promote transparency of the internet and information accessibility (Akdeniz, 2003).

2.4.1.1. Organizational Structures of Turkey

Growth of digitalisation and technological medium products have been serving a major facilitation in global communication. Yet, there are control mechanisms to avoid infrastructure in global growing processes. It is extremely important to protect vulnerable data in an environment open and transparent as internet. There had been regulatory approaches against cyber threats (Clarke & Knake, 2010).

The Cyber Security Council of Turkey established in October 2012. Members from different governmental organizations. Turkey has regulatory authorities for the energy, telecommunications and finance sectors. The related agencies are autonomously managed. The water management and transportation sectors do not have regulatory/ supervision agencies unlike the energy, telecommunication and finance sectors. (Karabacak, Yildirim, & Baykal, 2016).

2.4.1.2. The regulation of Internet intermediaries under Turkish law

According to BTK statistics from 2016 Turkey has 422 registered and licensed ISPs. BTK is Turkish information and communication technologies authority (BTK, 2016).

Turkey's assigned country code domain is "tr" and there exists 375,922 registered domains. In addition, forecasted statistics showed that Turkey's goal towards 2023 to Information & Communications Technology sector. Forecasted statistics are estimated as 120 million mobile subscribers, 30 million broadband subscribers, Internet connections for 14 million houses and expand the market 15% by year (Kaya, 2016).

Turkey has become the geographical hub by linking Asia and Europe. As well as "digital" hub for being the host for the Internet Corporation for Assigned Names and Numbers (ICANN) since 2013. Main motive for ICANN to establish Turkey as its hub in addition to linking location, was possible investment opportunities in growing Information & Communications Technology sector (ICANN, 2017) (Kaya, 2016).

Institutional aspects can be analysed through two frameworks. First aspect is, Presidency of Telecommunication and Communication (TIB), a regulatory department cooperating with Ministry of Transport, Maritime Affairs, and Communications. Second aspect, ESB: Access Providers Union consists conservation of user rights and up to date Internet Laws. It is a legal and controller formation headquartered in capital of Turkey; Ankara (Kaya, 2016).

2.4.1.2.1. Internet Service Provider

Internet Service Provider, ISP does not have eligibility to decide whether an information is legal or illegal. This means the content and infrastructure is not controlled by ISP (Kaya, 2016)

Connection of users to the Internet is managed by ISP and operations can be executed by diversified methods such as open entry method which does not requires authorisation nor licensing (Deibert, Palfrey, Rohozinski, & Zittrain, 2010). BTK, Turkish information and communication technologies authority's approval is needed for ISP applications in Turkey. Figure 1 visualises obligation flow of the Internet Service Providers in Turkey (Deibert, Palfrey, Rohozinski, & Zittrain, 2010) (Kaya, 2016).

Below figure visualises obligation flow of the Internet Service Providers in Turkey and external players in Internet Service Provider network. ISPs are the bridge between users and providers of the internet. Each element of the flow control mechanisms is important within governance framework and they are all interlinked for development of the Internet (Deibert, Palfrey, Rohozinski, & Zittrain, 2010) (Kaya, 2016).

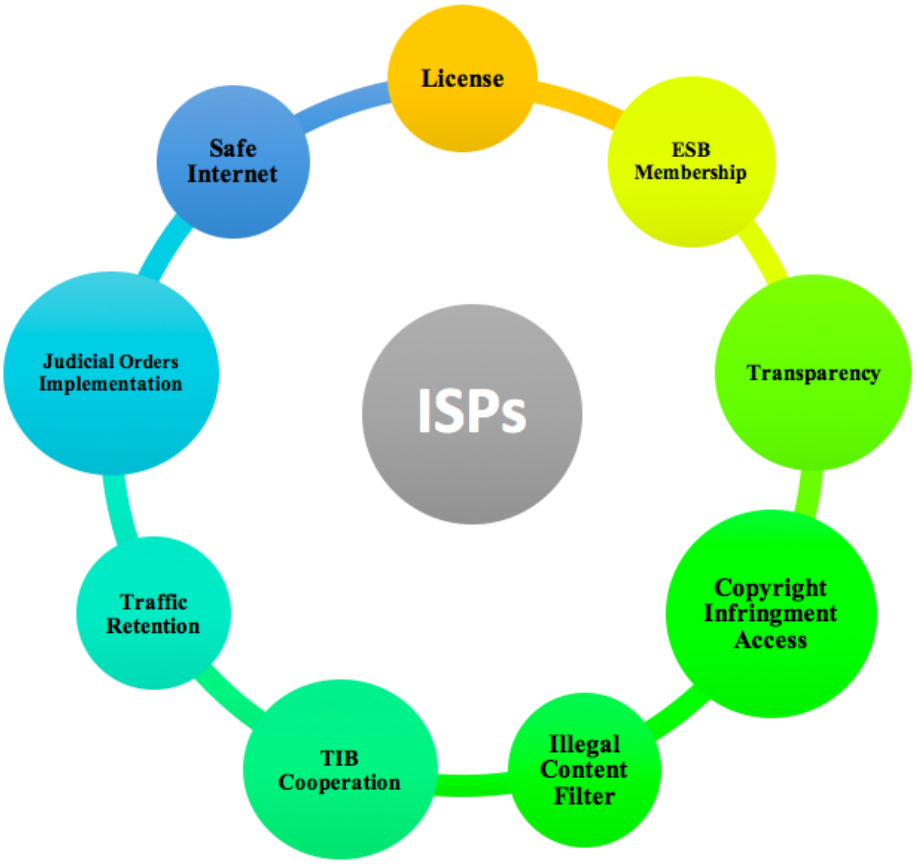

Fig.3: Turkey ISP flow (Kaya, 2016)

2.5. United Kingdom Internet Governance Framework

Era of digitalisation and rise of the terms such as “Cloud”, control of the information in managerial levels may have been switched and maintaining the boundaries become dependent to organisations technologies or business applications. Capturing, auditing and managing the information in operational levels with respect to information’s source required different implementations under Information Security Management (Lomas, 2010) (Michele, Vitolla, & Antonello, 2017).
ISM, is also directly linked to governance of the internet because the source and reliability of the information captured or provided is filtered through both frameworks. Providing an information on the internet is inspected under rules and legalisations. Moreover, to implement and filter the information with respect to Information Security Management, it is stated that ISO 27001, a governance framework devise is required (Lomas, 2010) (Michele, Vitolla, & Antonello, 2017).

2.5.1. Internationalisation and Internet in United Kingdom

Changing and evolving trends in businesses, networks and SME’s are majorly supported by the mutual upgrading relationship of the internet, internationalisation and other communication networks. Firms vision to understand rivals in the international markets ensure the development of foreign and local networks which furthermore leads to innovation (Loane & Bell, 2006).

Internet’s commercial launch in 1980s and technological expansion up to today has majorly revolutionised cyber and real-world businesses and facilitated communication medians and activities (Leiner, Cerf, & Clark, 1997).
Internet can be used worldwide in different time zones by various accessing keys such as electronic mailing system, world wide web: www, e-commerce and various online communication systems like WhatsApp, Skype (Loane & Bell, 2006) (Leiner, Cerf, & Clark, 1997). One of the problems regarding SME’s is rivalry in the high-tech industry, low internet development costs, shifting trends regarding economic liberalisation and financial deregulation (Ruzzier, Antoncic, & Hisrich, 2006). Companies provide services of internet to their customers in order to minimise cultural barriers. This is achieving by direct contact and information requests. When a customer applies to a website or an e-commerce site, a form needs to be filled with personal information. Companies promise confidentiality of the information thus digital bonding between customer and company has been made by online policy (Tseng & Johnsen, 2011) (Loane & Bell, 2006).

2.5.1.1. United Kingdom Policy Making

European Union governing policies of the denationalised liberal telecommunications markets was first adapted from United States to United Kingdom.
In addition, European Commission is responsible for policies on digital market strategy consists from online consumer purchases to data and copyright protection rules.
Furthermore, distinction of national markets makes the precision for usage of common legal framework by multinational operator groups. As stated previously, each country has their own national measurements and constraints keeping fragmentation stable. UK's agreement of BT Openreach is an example to maintaining globalisation and fragmentation of national boundaries (Sutherland, 2017) (Ebell, 2016)**.**

Another aspect of the internet broadcasting is OTT, over-the-top content, information in audio video forms transmitted through internet. European Union governance facing challenges in over-the-top services yet it is stated that United Kingdom does not have any implications or influences over.
Another governing branch related to few internet aspects can be DCMS, The Department of Culture Media and Sport. Department is responsible for taking part in OECD (The Organisation for Economic Co-operation and Development) and related organisations as well as negotiating trade agreements (Sutherland, 2017) (Ebell, 2016)**.**

2.5.1.2. Governance Networks and Functions

United Kingdom governance networks for telecommunications policy making and regulations can be investigated under 3 types of communities: European Union, OECD (The Organisation for Economic Co-operation and Development) and United Nations. Examining OECD entities and functions will be consistent regarding Internet Governance and E-commerce thus EU and UN functions will only be mentioned.

2.5.1.2.1. Organisations and Functions

2.5.1.2.1.1.European Union

EU committee is divided into 6 entities with each sub group consisting different regulatory actions and application areas mostly dealing with regulatory processes of radio telecommunications. Entities are;

BEREC - Body of European Regulators of Electronic Communications
COCOM - Communications Committee
RSC - Radio Spectrum Committee
RSPG - Radio Spectrum Policy Group
IRG - Independent Regulators Group
CEPT - European Conference on Posts & Telecommunications

2.5.1.2.1.2. OECD

OECD, the Organisation for Economic Co-operation and Development consists 4 entities. Each entities function is relatable to Internet Governance and E-commerce aspects.

2.5.1.2.1.2.1. Information Computer and Communications Policy

Internet and ICT (Information & Communication Technologies) based economic, social and cultural activities are regulated under ICCP. In addition to analysing the evolution of the internet, policy consists evaluation of connectivity, creativity and confidence (Sutherland, 2017).

2.5.1.2.1.2.2. Communications and Infrastructure Services Policy

CISP service area consists broadband, mobile and wireless (Sutherland, 2017).

2.5.1.2.1.2.3. Committee on Consumer Policy

This entity deals with evaluating and upgrading consumer policies in order to help public authorities in the development of policies and emerging issues. Research and analysis is the key action of this committee (Sutherland, 2017).

2.5.1.2.1.2.4. Working Party on the Information Economy

Digital content and ICT's relation to business merging, employment and economic recovery are being evaluated through WPIE (Sutherland, 2017).

2.5.1.2.1.3. United Nations

United Nations specialised entities are divided into 3 and one major group, IGF, Internet Governance Forum is directly linked to Internet Governance.

2.5.1.2.1.3.1. TU-R World Radio Conference

This entity deals with revisions and governing of Radio Regulations (Sutherland, 2017) (Monti, 2010).

2.5.1.2.1.3.2. ITU-T Study Group 3

This study group deals with discovering and studying accounting mythologies for international telecommunications services.

2.5.1.2.1.3.3. Internet Governance Forum

Each year, annual forum takes place in various countries, gathering different members to discuss public policy matters related to internet and its governing. Forum's contribution in policy making to public and private sectors is influential (Sutherland, 2017).

2.5.1.3.United Kingdom Regulatory Aspects

Governmental regulation decision making and evolvement processes are linked to governance of internet because it is implementing the action into digital world. Also, main reason behind control mechanisms is to protect the data and most importantly users.

United Kingdom Cabinet Office have published in 2000 a guide for effective regulations called "Principles of Good Regulation". In addition, these principles have been merged with Government's Guide to Regulatory Impact Assessment (The Cabinet Office Regulatory Impact Unit, 2017) (Akdeniz, 2003) (Mitala, 2017).

Regulation Guide principals shows similarities to Stakeholder theory and related business core aspects. First principal is transparency states that there should be a clear aim and subject of the regulatory process. Accountability, Proportionality and Consistency are the following principles. Consistency principle aims to create regulatory conditions and decisions coherent with European Union laws and international trading rules (Akdeniz, 2003).

In chapter 3, E-commerce applications and enterprise strategies will be provided and regarding the subject, one of the principles of regulation provided by UK Cabinet, targeting is an aspect to avoid the impact of regulation towards small businesses (Akdeniz, 2003).

Lastly, all organisations, aspects and terms defined pursue to maintain global harmony in different interconnected industries. Universal Declaration of Human Rights, European Union Charter of Fundamental Rights, The European Convention on Human Rights and many other organisations with different vision works for same mission: freedom of expression and elimination of borders in the global Internet (Akdeniz, 2003).

To conclude chapter 2, it can be derived from both countries governing aspects that organisations and regulations shows similarities in different levels. Of course, there are major differences in governmental system yet in digital governing systems both countries are supported by OECD. Generally speaking, there is a common liability of internet to regulatory systems. These systems are supported and directly filtered by government. The study will continue with explanation of the term e-commerce then will continue with the analyse of implementing regulations in e-commerce systems.

3. E-COMMERCE MARKETS

The Internet is the digital environment, the market to create and establish the business: e-commerce. Environment and its components are directly linked and Internet Governance laws and regulations are the bridge components in the network. Thus, defining e-commerce strategies and rules will be crucial. Moreover, inspection from general to specific Turkish- UK e-commerce markets will enlighten the case study: The Impact of Turkish Internet Governance Framework on the Hypothetical Launch of Depop Application in Turkey.

3.1. Introduction

Digital era of launching an online business requires adequate marketing strategies. SMEs; Small and medium size enterprises are eligible to global markets thanks to internet sources.

One of the main advantage of the usage of internet is that companies can react fast and flexible to the situations which increase customer service levels (Lee, 2001) (2008). Environment of the businesses shape the strategies of the companies which leads to flexibility in e-commerce business models. Furthermore, a concrete solution to launching a successful e-commerce business cannot be given regardless the industry (Lee, 2001) (Polatoglu, 2007).

Major key players of electronic commerce are SMEs, development agencies and academics. Mutual concurrence of the players, leads to growth in private, public and not-for-profit sector business transactions (Mukti, 2000) (Berrill, Goode, & Hart, 2004) (Grandon & Pearson, 2004) (Boateng, Heeks, Molla, & Hinson, 2008).

SMEs can be differentiated by size, industry, environment, capacity and other attributes. These attributes directly have an effect in preparation of E-commerce start up process. Decision and adaptation process is mainly dependant to the managers (2008) (Polatoglu, 2007).

Generic strategies are stated as cost leadership, differentiation and focus. Directly linked to the internet, strategies vary from company to company in order to achieve advantage in competitive market (2008) (Polatoglu, 2007).

According to The McConnell International framework, launching an E-Commerce Business depends on certain variables defined as; Connectivity, E-leadership, Information security, Human capital and E-business climate (2008).

- Connectivity focuses on access of the optimal network connections both cost and speed wise.
- Quality of information exchange between stakeholders is defined by E-leadership.
- Information security directly linked to the storage and security of data and network.
- Human capital is another attribute in successful e-commerce business launch regarding optimal and creative labour use.
- E-business environment can be described as transparency and flexibility in regulations.

3.2. Definition & Strategies

Commerce, collaboration, communication, connection and computation are inputs involving E-commerce operations. Through these channels innovation is constantly being evolved in marketplaces such as virtual marketplaces, multi-channel marketplaces, and customization (2008). Customers are the primary innovation source for the companies by linking and creating virtual communities (Polatoglu, 2007).

E-commerce's depth and complexity allows researchers to define the term "e-commerce" based upon their case and inputs. E-commerce is an expanding and evolving environment shaped day by day by the technology, countries and population (Boateng, Heeks, Molla, & Hinson, 2008).

Retail industry is partially being shaped by Information technology services. An example regarding the link between two aspects can be stated as the usage of IT services in sales-based ordering (SBO) or efficient consumer response (ECR) in optimising cost and barriers (Reynolds, 2000). A suggestion made by John Dawson in 1996 stated that IT investment can lead to profitable business solutions for retailers (Reynolds, 2000).

For a creative result in enterprises, knowledge based investments are proposed. E-commerce compromises these investment types yet transactions are dependant to consumers. On the other hand, alliances-based investments can upgrade competitive advantage between businesses. Lastly, by optimising cost and substitutes, productivity-based investments are proposed (Reynolds, 2000) (Clemons, Reddi, & Row, 1993) (Davies & Reynolds, 1988).

Information related on products, services and other enquires can be found on enterprises webpages. The eligibility to this information enhance communication and information exchange within the marketplace. In addition, FAQ; frequently asked questions segment increases the acknowledgment level of possible trade partners, suppliers and consumer preferences (Boateng, Heeks, Molla, & Hinson, 2008) (Evans & Wurster, 1999).

3.2.1. E-commerce Aspects

There are several suggestions for the definition and an e-commerce research review by Ngai and Wat (2002, p. 415).

Firstly, communication aspect suggests that e-commerce is mainly used for the flow of information, services, payments and other computer networks.

Second aspect, business process perspective suggests that e-commerce is automated key role in business transactions.

Third aspect, service perspective, suggests that e-commerce as an optimisation tool in service quality and speed for enterprises alongside with the adjustments of consumers and management.

Fourth aspect, online perspective suggests the vast capacity of e-commerce's selling and buying operations on the Internet and other online services (Kao & Decou, 2003) (Ngai & Wat, 2002) (Wigand, 1997).

3.3. TURKEY E-COMMERCE MARKET

In this chapter, Turkey's internet aspects and e-commerce market description have been made. Turkey's economical, digital user, product, logistics, online payment options and internet user statistics are stated with respect to statistics derived from OECD and World Bank (OECD, 2017) (eShopWorld, 2017).

Statistics derived from OECD, forecasted that by 2020 Turkey E-commerce market will approximately have 11.5 billion US dollars expansion. Turkey's population is 77.5 million and increase in urbanisation leads an increase in digital users of the population. Existing 33.3 million users of the E-commerce platforms will be joined by 10 million newcomers by 2020.

Following, World Bank data provides that Turkey's gross domestic product per capita will increase from 10,067 USD to 12,383 USD in 2020. In addition, current Turkish E-commerce industry has 6.9 billion USD revenue and forecasted to achieve 11.5 billion USD (eShopWorld, 2017).

Internet and smartphone usage in Turkey is stated by 57.6% and 48.5%% respectively. Purchasing process is generally made by a laptops, tablets and smartphones. While using e-commerce applications, using credit card is one of the online payment preferences. The other payment types consist; cash on delivery, prepaid cards, wire transfers or e-wallets (eShopWorld, 2017) (OECD, 2017).

It can be said that Turkish economy is being shaped by the is textile industry with a contribution over 10% to the gross domestic product. Major e-commerce websites and android, iPhone compatible applications are Hepsiburada, Gittigidiyor, n11.com, Trendyol, Morhipo and Çiçeksepeti (Business2community, 2015).

3.4.UNITED KINGDOM E-COMMERCE MARKET

Electronic commerce has many mediums such as electronic data interchange (EDI), Internet, intranet, extranet, electronic catalogue ordering, e-mail and these medium optionally offers users variety of operations.

As previously explained in general e-commerce chapter, definitions and strategies was given so that the focus will be on case study's home country for e-commerce interactions: United Kingdom (Quayle, 2002).

UK government strategies in launching internet based businesses consists from establishing a domestic and international e-commerce brand to contribute in international policies. In addition, UK's gross domestic product consists 50 per cent of Small Medium Enterprises contribution.

Accessing internet without time constraint is a major opportunity for enterprises to reach global customers and suppliers. Also, customers eligibility to access Web sites of businesses increases global trade and interaction (Quayle, 2002) (Schofield, 1995)

3.4.1. United Kingdom Internet User Statistics

United Kingdom is member of United Nations Security Council and one of the founder countries of NATO. Undoubtedly, United Kingdom's contribution in economic and globalisation levels are extremely high. There are 82 percent internet users of 63.7 million population. UK internet users vary from individuals to business managers and levels of utility and awareness are similar (Daniel & Wilson, 2002) (Worzala, McCarthy, Dixon, & Marston, 2002).

IMRG Capgemini eRetail Sales Index shared that in 2015 UK online sales worth 133 billion pounds leading a 16 percent growth.

Internet users of the retail market have a variety of payment methods. According to Payvision statistics, 21 percent of the users prefer Paypal whereas 35 percent uses debit, 40 percent uses credit cards. Examples of major business companies in UK retail market are Amazon, Tesco and Ebay. Each company has a market share by 16, 9 and 8 percent respectively (Statistics, 2017) (Ecommerce News, 2017) (Ecommerce Foundation, 2017).

In addition to online purchasing, mobile use in e-commerce transactions become more and more popular with increase of 47 percent year over year growth (Statistics, 2017) (Ecommerce News, 2017) (Ecommerce Foundation, 2017). United Kingdom economy is directly related to textile industry and industry's contribution to economy have been £26 billion (Business2community, 2015).

Major e-commerce websites and android, iPhone compatible applications are Amazon, Ebay, Gumtree, Argos, John Lewis and Next (Business2community, 2015).

4. DEPOP

To link E-commerce and Internet Governance aspects, Depop; an online selling and buying platform will be investigated within respect to technology, legal framework, cultural norms and pay mechanisms. Company's business framework and structure, vision and mission, policies and investment opportunities will be explained. Information on components, shareholders, investment opportunities of the "Depop" application will be provided.
Furthermore, "Depop" application related and existing competition and rivalry in UK e-commerce market will be demonstrated. Following, possible Turkish e-commerce market competitors and comparison will be provided.

4.1. Business Framework

It is undeniable that the competition level in high-technology industries reached a level nearly perfect. Whereas, companies are constantly pursuing differentiation strategies. Companies usually fail to create innovative industry platforms because there had been a focus mainly on products. Cooperation of platform leaders can transform the product into a process which results creating innovation platforms where users can interact. One of the Dissertation research questions was hypothetically assuming that the globalisation of the use of E-currency will eliminate business boundaries. E-currency is the "product" of the internet and "Internet" is the platform, the eco-system of users from different industries.

Derived from the article; "How Companies Become Platform Leaders" by Anabelle Gawer and Michael A. Cusumano, two strategies have been suggested regarding building a business model and adaptation process in the market. Premier approach, "coring" deals with the difficulties in creation process of a blank platform. Secondary approach, "tipping" focuses on resolving the problem by market momentum (Gawer & Cusumano, 2008) (Fung, 2006).

4.1.1. Decision of Strategical Options: Product or Platform

Companies have the control over products. Products can be customised and changed regarding internal and external factors such as customer needs or firms cost optimisation.

On the other hand, control over the platform is almost impossible. Internet governance has a control mechanism at a point yet it is not 100% tractable because it is an evolving formation.

Launching online businesses and conducting internet commerce has inclined with constant changing technology. Evolving technological gadgets, such as smartphones, laptops, tablets have a major and direct effect on the use of internet based transactions. Modern businesses made it possible and eligible for consumers to handle their needs through a click. Internet is sure deep and full of complexity. Yet, businesses manage to merge minimalism with complexity towards customer needs. Besides the usage of social media platforms, such as Instagram, Twitter, Tumblr, there had been a major expansion in online retail market.

In modern digital age, creating a unique platform can seem easy. Creating a global and fee free blog is possible through Tumblr. Creating and sharing a photo in location A while existing in location B is possible through Instagram. New era is becoming more and more digitalised and integrated. An individual can benefit from all means of the Internet even become an Omni channel user. However, businesses adaptation process in omni channel marketing is controlled by governing aspects and there are requirements and steps to follow and it should not be mixed with multi-channel approach. Integration of inputs are essential to achieve harmony (Agius, 2015).

4.1.2. Marketing Framework

Philip Kotler defined branding with 6 step conceptual model consisting Brand Purpose, Brand Positioning, Brand Differentiation, Brand Identity, Brand Trust and Brand Beneficence. A brand is identified by its products and services provided in order to diversify from rivals. Internal analysis of the company or the brand can be verified through these aspects. In addition, Porter's five forces analysis will be beneficial to understand and examine the external environment of the company. Marketing is the essential key for brands to launch and implement their products and services in the industry (Aaker, 1993).
Brand positioning is the brand image conceived by consumers. It is the location of the brand in market segment, a variation. Consumers will have different perception and position of the brand yet brands equity will differentiate their value in the marketplace thus a unification towards needs will happen (Kotler & Armstrong, 1999).

4.1.2.1.External Environment Analysis

Forming a strategic vision to head is the leading aim of the firms to launch or provide their products and services in a new market. Opportunities and threats can be visualised and forecasted through examining external environment. For the Depop case, United Kingdom is the internal as well as external environment for the company because within UK, there will always be opportunities and threats. In addition, Turkish market analyse will visualise possible opportunities and threats for the company (Porter, 1985).

4.1.2.1.1. Porter's Five Forces

Market entry barriers confronting new entrants can be customer loyalty, high capital requirements, established networking, restrictive government policies and trade agreements. When entering the Turkish market or in expanding in UK market, Depop must pursue answers to these barriers and after searching through, it can be stated that company differentiated themselves by application design, unique product variety and consumer type (Kotler & Armstrong, 1999). Threat of substitutes in product level is not necessarily considerable for the case in product base yet a substitute application and design might be challenging in future.

Competition in the UK industry is high and Depop's rivals can be considered as Amazon, Ebay, Gumtree and Letgo. Amazon and Ebay are established players in the industry and they can be categorised in substitute level. Also, Depop eliminates suppliers because application is based on customer interaction by trading, buying and selling. Also, product availability is usually per item and there are no stock problems (DEPOP, 2017) (Kotler & Armstrong, 1999).

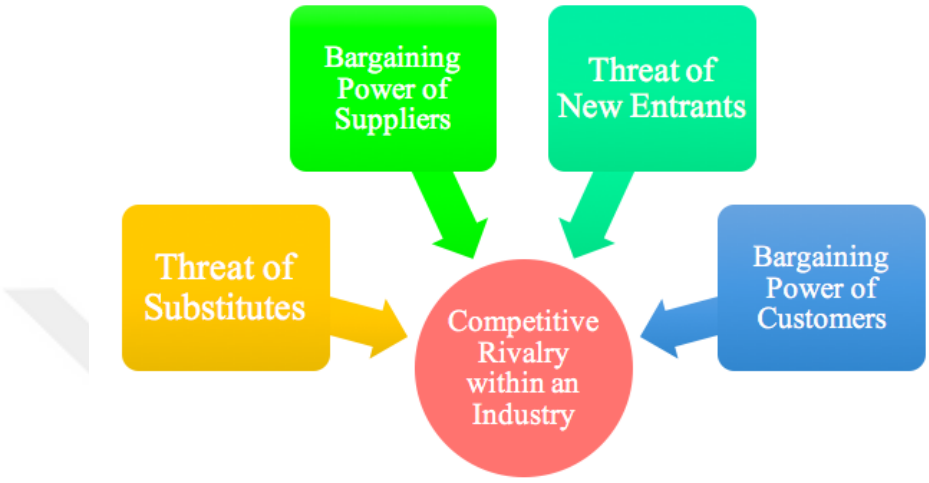

Fig.4: Porter's Five Forces (Porter, 1985)

4.2.Technology

4.2.1. Inside the Application

Depop is one of the new developing online selling and buying application, founded and launched in 2011 by Simon Beckerman in Italy. Depop's headquarter is located in London, United Kingdom with hubs located in Milan and New York. Application continues its global expansion within investments made and possible investment opportunities ahead. Company have stated that they would like to expand their business from US to four of the BRICS countries: Brazil, Russia, India and China (DEPOP, 2017).

Founder and creator of the Depop application, Simon Beckerman stated in Artefact Magazine that the idea behind creating the project was to serve customers the opportunity to merge business with creativity. The motive in establishing the application was to create a friendly, interactive and inspirational social platform with cultural exchange opportunities. This platform enabled to create the own shop. Depop's marketplace strategy is offering variety of products for customers to sell and buy as well as differentiate through achieving a social networking community. Depop has approximately 41,371 likes and 41,083 followers on Facebook. They have approximately 186k Twitter followers and 213k Instagram followers. Statistics vary and expand day by day with incoming users thus shared numbers are approximate data derived from official social media pages of the Depop application (DEPOP, 2017).

4.2.1.1.Buying & Selling Operations

The minimalistic design is main feature of the application. Another point is that, listing an item for selling is fee free with 10% Depop 10% cut of sales (Lunden, Social Shopping App Depop Raises $8M, Hires Ex-Reddit GM To Break Into US Market, 2015). Contrarily to Ebay, listing process is much easier and the design is minimal. Similar to Instagram, listing an item does not requires complex actions. Application allows posting up to 4 photos of item with specifications of location, category, delivery and item price (DEPOP, 2017) (Morrison, 2015). One of the highlight for the almost newly launched application has been invested by Balderton Capital and Holtzbrinck Ventures for 8million USD (£5million) and augmented its market value by 15x. One of the current investors, Runar Reistrup, expanded application in US market and achieved a growth by 500% year over year (Curtis, 2015).

4.2.1.2. Transaction Flow

Payment process can be done by two types of actions. Either by Depop Classic or Wallet. There is another option called "Meet in Person" which eliminates online payment processes and allows customers to interact, complete the process face to face. First online transaction, Depop Classic is an option where account is directly linked to Paypal where monetary transactions occur. On the other hand, Depop Wallet is another option where you can pay securely in application without requiring a Paypal account. Only limitation is that "Depop Wallet" option is available in UK only. Company stated that they have been working on Depop Wallet option (Furthermore, listing an item is fee free yet Depop Classic and Wallet has different commission charges in receiving sale money (Lunden, 2015).. Depop takes ten percent commission from an item sold. Classic option take commission of 3.4% plus £0.20 PayPal transaction fee which varies by country. On the other hand, Wallet option has 2.5% transaction fee. As mentioned before Wallet option is only available in UK for the time being (My Parcel Delivery, 2017).

Depop Wallet and Depop Classic are two transaction options in the application. Depop classic is linked to Paypal application. On the other hand, Depop wallet is a virtual wallet particularly used in application. Depop wallet is limited for use in United Kingdom only yet company have launched innovative information systems for the global use (DEPOP, 2017).

4.2.2. Statistics and Operation Flow

Data, statistics and information of the Depop application in online databases and on websites are scarce. Founder, Simon Beckerman stated in an interview on Financial Times in 2017 that application had approximately 400,000 users a day and majority of the users age varied from 16 to 26 with 70% score of female users (Remsen, 2017)

Application's worldwide daily sales is 22,000 per item. The term worldwide can have constraints. Application allows people to interact with each other in order to set up a shipping

price and as long as the international shipping option is not available, purchasing process cannot occur. It allows customers to decide and outsource their needs (Remsen, 2017).

CHAPTER III – METHODOLOGY

In the previous chapters, Internet Governance, e-commerce aspects and major retailer statistics were shared. Following, chapter indicated Depop applications eligible statistics hence it is a small business, the data was scarce. In establishing electronic commerce, adapting to governance was a must and subjects were linked by the aspect of launching a business regarding the rules. Furthermore, the study will focus on analysing established electronic commerce company's data of contribution to gross domestic product, annual turnover and profit ratios.

Chapter 3 will provide an outline and optimal answer using research methodology for the research questions of the study. Procedure of data collection will be demonstrated following, approximate and accurate data analysis and interpretation will be made. Secondary data is used in the research thus, analysis will be qualitative and will be description based. This study will demonstrate profitability by comparing and analysing revenues and profits of chosen Turkish and British retail companies. In addition, data comparison tables of Turkish and British chosen applications will be made to interpret and forecast possibilities of success for the Depop's launch.

5. RESEARCH METHODS

5.1.Research Approach

Research approaches can be quantitative and qualitative and it is preferred to use both methods in the study to avoid restriction or limitation of results. However, maintaining focus of the research questions is important. Quantitative data is the interpretation and analyse of found numerical sources. In addition, this approach is clear and precise since measurement of the data is statistic and obtained from questionnaires. Statistical approach involves sampling and outcome is visualised by numbers. Main medium used is questionnaires and interviews (Patton, 2002) (Fisher, 2013).

Aim of qualitative researches is to implement and use theoretical frameworks and previous studies to examine and explain the current study. In addition to qualitative data explanation, it is crucial to use descriptions, quotations, observations, and excerpts from documents (Patton, 2002) (Fisher, 2013).

Secondary Data will be used in the study. Secondary data consists internal and external resources. For external resources, internet governance related case studies found on Emerald and Science Direct will be used. In addition, method of the research will be mainly descriptive with addition to experimental and documentary analysis extracted from reachable databases. According to the research conducted in the thesis, partial quantitative data, mainly qualitative data will be used. Research and statistical reports data, graphic interpretations extracted from OECD, ORBIS and UK Data Service will be provided and explained with relevant to research questions (Ghauri & Grønhaug, 2005).

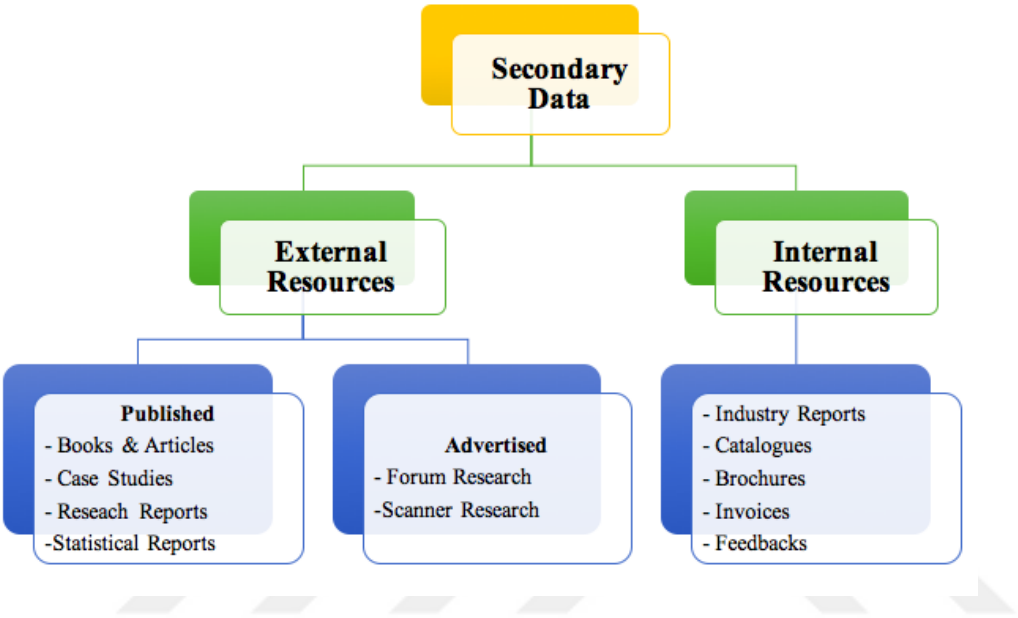

Fig.5: Secondary Data Breakdown (Ghauri & Grønhaug, 2005)

5.2.Data Collection

University portal and databases, OECD and ORBIS was used to extract information and data. Regarding Internet governance aspect with related to research questions, related documents were found on UK Data Service. In addition, ORBIS was a great database but there was partial access to information. Focus was on extracting possible financial data of GDP values and graphics regarding annual growth of the companies.

5.3.Research Questions

Title of the dissertation, "A Case Study of the Impact of Turkish Internet Governance Framework on the Hypothetical Launch of Depop Application in Turkey" led to 3 types of research questions. A research problem or the aim of the research is to figure out governing and control mechanisms in order to achieve a positive successful result. Application chosen was Depop because I was familiar using this application and found it challenging and curious to study the adaptation process in Turkey.

5.3.1. Research Question 1: Do Government and Internet Governance have an integrated relationship?

First question of the research is a static question which is previously studied in Literature Review part after using external sources of case studies and books. Government and Internet Governance have an integrated relationship and there are institutions in control. But these control mechanisms vary and usually aspect of governing the internet is based on unifying and providing the maximum information to its users, thus the government's actions are towards transparency and unified internet.

Research Question 1 is answered by descriptive information and will be explained detailed in chapter IV - Data presentation, evidence, analysis and discussion. Integrated relationship will be confirmed through Multistakeholder Model.

5.3.2. Research Question 2: Do government types have a governing factor on launching e-commerce businesses?

Research questions 2 and 3 will be examined through top-down approach questioning. General frameworks will be discussed. Governmental aspects and factors influencing on e-commerce businesses will be discussed and interpretations will be made. Following, precisely Depop applications profitability will be approximately measured in descriptive terms. Data extracted from UK Data Service, OECD and TUSİAD will provide an analysis of graphics and table comparison. Opportunities will be linked to levels of incline and decline in statistics. Interpretations will be discussed with respect to launching an e-commerce business.

5.3.3. Research Question 3: Does Depop application has the opportunity of acquiring profit in Turkish marketplace?

Third question of the research pursuits answer to profitability of the application in Turkish marketplace. To analyse marketplace conditions, Turkey and UK comparison table will be provided within respect to indicators of product market regulation, gross domestic product statistics and country profiles shared on OECD.

After the analyse of two countries, profitability will be forecasted and discussed through similar British and Turkish e-commerce applications comparisons such as Amazon, Ebay, Hepsiburada.com, Ciceksepeti. Comparison matrix will be structured within respect to possible criteria's. Data in ORBIS is extremely vast and inclusive but the information was limited to reach by student so that company statistics found were scarce.

Chapter IV - Data presentation, evidence, analysis and discussion

In this chapter, descriptive data analysis of e-commerce penetration according to statistics will be made with graphical evidence. Following, comparative tables consisting country data will be presented.

6. Data presentation

6.1. E - Commerce Penetration in Worldwide Trade

E-commerce percentages in world trade penetration levels states a sharp incline by rising from 3.6% to 8.5% in 5 years. This can be interpreted that e-commerce industry have inclined share by 1% yearly. Modernisation, innovation in technology, penetration of smartphones, new business models and change in customer behaviour shifts profit margins of the retail industry to electronic markets and it is forecasted that by 2021, total e-commerce retail shares will consist 13% of Worldwide trade. Graphical interpretation of E-commerce shares in Worldwide trade, projected the linear trend line between year intervals 2011 to 2021 and forecasted the increase of shares (Kantarci, Ozalp, Sezginsoy, Özaşkınlı, & Cavlak, 2017) (Euromonitor International, 2017).

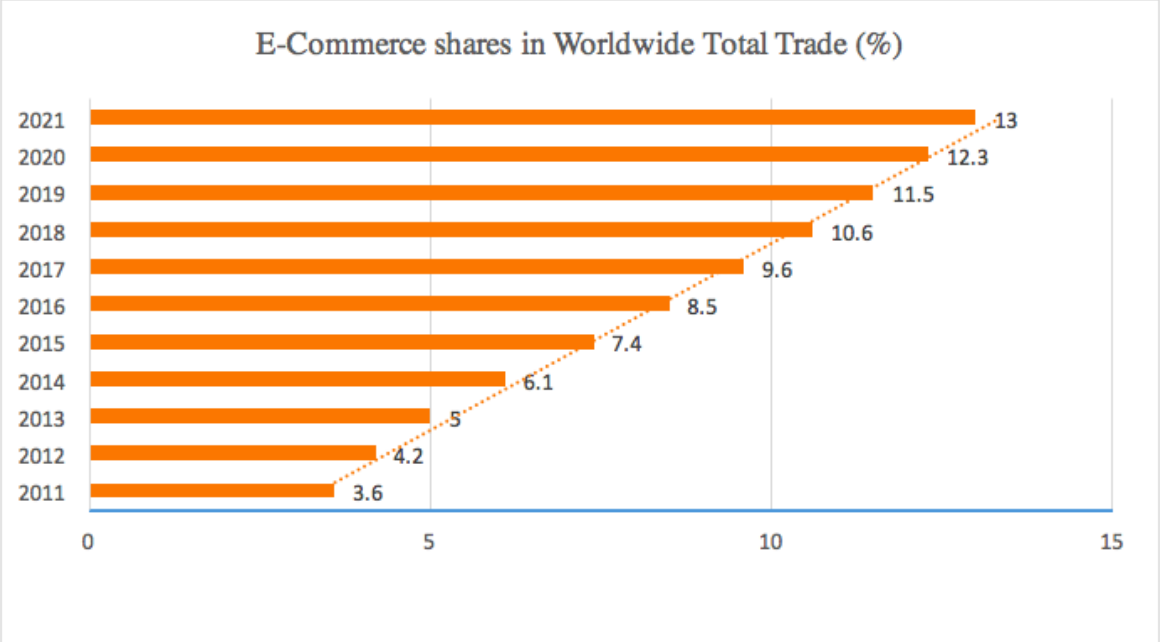

Fig.6: Graphical Interpretation of E-commerce shares in total World trade (Kantarci, Ozalp, Sezginsoy, Özaşkınlı, & Cavlak, 2017)

E-commerce incline showed similarities with smartphone use and it can be stated that there is a positive correlation because tool used to access to mobile e-commerce sites consists mainly smartphones followed by tablets.

Furthermore, Turkey e-commerce market volume has reached approximately 8.38 billion US dollars with an increase in internet penetration and smartphone use. Online channels have become a positive trend in e-commerce businesses in Turkey. In 2016, Turkish consumers scoring 19%, conducted their e-commerce operations from smartphones and tablets (Kantarci, Ozalp, Sezginsoy, Özaşkınlı, & Cavlak, 2017).

6.2. Smartphone Penetration Index

Extracted from TUSİAD numerical data of 2017, Figure 7 visualises smartphone penetration percentages by two variables: age and country. Age interval is divided and grouped by two sections: 18 to 34 and 35 plus. Data is collected from 15 countries including UK and Turkey.

As seen in the figure, UK age bar of 18-34 scores 91% whereas Turkey scores 81%. It can be said that consciousness of technology use and trends is high among British and Turkish young adults. Following, users of 35 and above scored 60% in UK, 39% in Turkey (Kantarci, Ozalp, Sezginsoy, Özaşkınlı, & Cavlak, 2017).

British and Turkish adult users of the smartphone indicates a percentage gap of 21% whilst young adult users scored 10% difference. Depop mobile application users age interval varied from 16 to 30 which leads to assumption of application's compatibility with Turkish smartphones users will be successful.

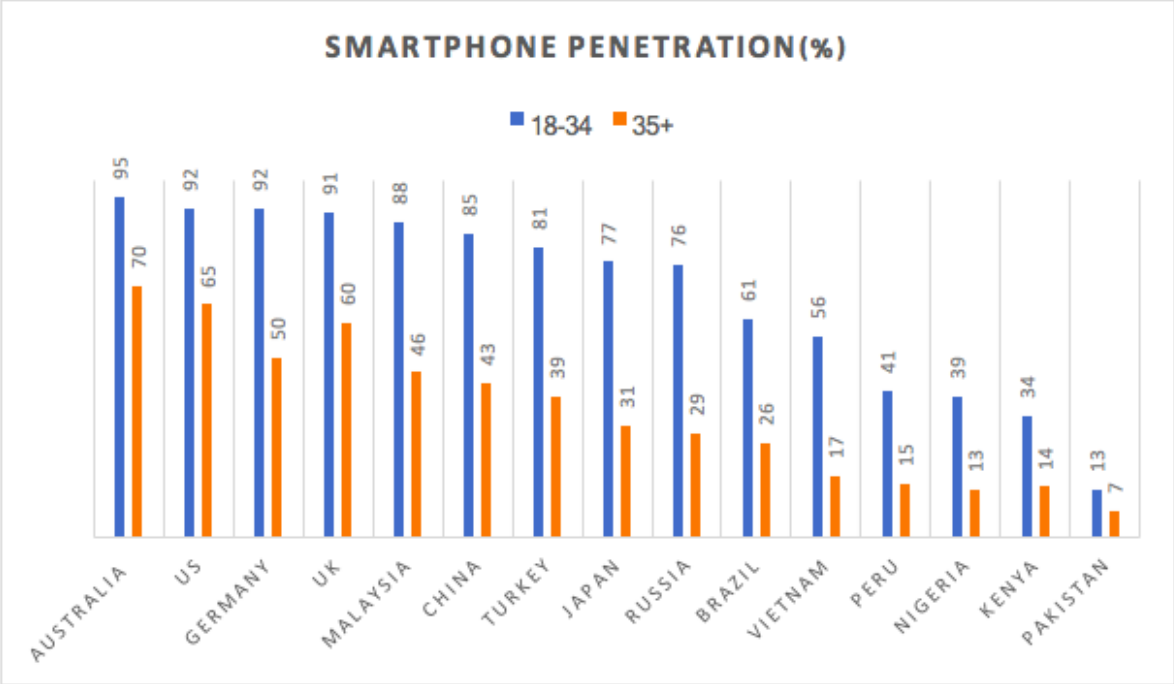

Fig.7: Smartphone Penetration by age groups and countries (Kantarci, Ozalp, Sezginsoy, Özaşkınlı, & Cavlak, 2017)

6.3. Indicators of Product Market Regulation

Organisation for Economic Cooperation and Development have created and visualised a data tool, to examine countries by their market entry barriers, competition levels, policies and regulations on networks, economy and retail distribution. Companies can use this tool for exploration for future investment opportunities and rivalry recognition (Koske, Wanner, Bitetti, & Barbiero, 2015) (Wölfl, 2010) (Nicoletti, Scarpetta, & Boylaud, 2000) (Wölfl, 2009) (Conway, Janod, & Nicoletti, 2005).

6.3.1. Table Properties

OECD indicators for Product Market Regulation tool access to countries business and market levels by examining through different indicators. Country profiles are divided and examined under 4 categories of segments: Total Economy, Networks, Retail and Professional Services. It must be stated that Indicators for Product Market Regulation estimations are not up-to-date data, simulation and information consists data from 2013.

Comparison table of "Total Economy Regulation in Product Markets" consists "Total Economy" segment data of Turkey and United Kingdom because data in other sections was not available in Turkey market. Focus is to provide information on regulatory controls on existing barriers.

OECD indicators for Product Market Regulation categorised by two independent indicators; colour and trend.
3 different colour variations; green, orange and salmon defines market competition levels of the country chosen. Green is assigned to more competition friendly market whereas orange defines around OECD average markets and salmon indicates less competition friendly markets. Market regulation indicator is created by OECD regarding policies in 2013. Trend indicators are segmented regarding the data variations from 2008 to 2013 and divided into 3 categories: positive, neutral and negative. Shapes are assigned to indicators respectively. Trend indicators are the index values and indicates changes in procedures stated under Total Economy Regulating Product Markets (Koske, Wanner, Bitetti, & Barbiero, 2015) (Wölfl, 2010) (Nicoletti, Scarpetta, & Boylaud, 2000) (Wölfl, 2009) (Conway, Janod, & Nicoletti, 2005).

6.3.2. Data Interpretation

Total Economy Regulation in Product Markets is less competition friendly in Turkish markets because market is being dominated by established company's in different industries such as Çiçeksepeti.com. Çiçeksepeti is an online flower and plant retailer based and founded in Turkey. In 2011, Amazon made an investment to Çiçeksepeti by acquiring stakes (Wauters, 2011). Furthermore, electronic commerce company Gittigidiyor was acquired by Ebay in 2011 by becoming a shareholder of 93% (Rao, 2011)

On the other hand, UK regulations in markets are more competition friendly and entrepreneurship is valued.

Government control focuses on involvement and control levels of state in businesses and according to trend indicators, Turkey and UK both have positive trends stating the decline in

index values from 2008 to 2013. However, colour indicator visualises that Turkey is less competition friendly when UK scores more competition friendly market.
Public Ownership trend indicators for both countries indicate neutrality yet, competition levels are contrasted (Koske, Wanner, Bitetti, & Barbiero, 2015) (Wölfl, 2010) (Nicoletti, Scarpetta, & Boylaud, 2000) (Wölfl, 2009) (Conway, Janod, & Nicoletti, 2005).

Operational Business Interest in Turkey indicates a positive trend and less competition friendly environment in price control regulations. Contrarily, UK remains neutral in trend indicators however competition is remained (Koske, Wanner, Bitetti, & Barbiero, 2015) (Wölfl, 2010) (Nicoletti, Scarpetta, & Boylaud, 2000) (Wölfl, 2009) (Conway, Janod, & Nicoletti, 2005).

TURKEY			UNITED KINGDOM		
○ Total Economy Regulation in Product Markets			○ Total Economy Regulation in Product Markets		
➢ Government Control	• Limitations for Entrepreneurship	➢ Limitations for Trade and Investment	• Government Control	➢ Limitations for Entrepreneurship	• Limitations for Trade and Investment
• Public Ownership	• Complexity of Processes	• Restrictions on Tariff and Investment Barriers	• Public Ownership	➢ Complexity of Processes	• Restrictions on Tariff and Investment Barriers
➢ Operational Business Interest	• Administrative Obstacles	➢ Other Barriers concerning Tariffs	• Operational Business Interest	• Administrative Obstacles	• Other Barriers concerning Tariffs
	• Protection of Competition			• Protection of Competition	

Trend Indicators

➢ : Positive	• : Neutral	– : Negative

Colour Indicators

More Competition Friendly	Around OECD Average	Less Competition Friendly

Fig.8: Turkey UK Comparison Table of Indicators of Product Market Regulation (OECD, 2017) (Koske, Wanner, Bitetti, & Barbiero, 2015) (Wölfl, 2010) (Nicoletti, Scarpetta, & Boylaud, 2000) (Wölfl, 2009) (Conway, Janod, & Nicoletti, 2005)

6.4. Possible Outcome

Market entry policies must be carefully considered and studied before launching a business. However, solutions should be considered from different aspects of businesses. Investment and stakeholder opportunities should be considered.

Chapter V – CONCLUSION

This section will summarise what is perceived and what is achieved. Conclusion will be stated with respect to hypothesis. Final discussion of research questions and answers found after data examination will be made.

Establishing a new business model can seem challenging and the digitalisation processes and channels are becoming more and more popular and effective. Traditional methods in industries seems to lose its effect. Instead, companies seek information technology based solutions.

Brand and cooperate strategies started to shift from traditional models to digitalised channels. Increasing demand led companies to pursue innovative solutions. In addition, increasing market competition and resource scarcity increased flexibility of governments and firms.

Internet Governance regulations and variety in countries led institutions to study and cooperate towards new regulatory processes. Internet governance aspect is still evolving in Turkey and amelioration processes are being conducted by governments and institutions.

Uncertainty avoidance in countries such as Turkey's unstable politics and cultural shifting and United Kingdom's Brexit can transform into new business opportunities.

Dissertation focus to choose Depop as the business model and launching application was to discover how User Generated Contents can achieve and acquire success in less competitive markets. Market indicators stated a contradiction in competitive levels of Turkey and United Kingdom however, major e-commerce retailers, Amazon and Ebay have already invested in Turkish e-commerce and economy by becoming shareholders with established two e-commerce companies; Gittigidiyor and Çiçeksepeti. Motive behind choosing Depop was familiarity with the application but aim was to discover regulatory policies and possibilities for small enterprises and creative communities who's willing to launch their businesses in different perceived markets.

Also, descriptive data analysis of e-commerce and smartphone penetration forecasted that there will be incline in digitalisation of both countries, Turkey and United Kingdom. Market investment potential is high and optimal but regulatory processes and matching of policies should be made.

TOBB, The Union of Chambers and Commodity Exchanges of Turkey and TUSIAD are pursuing innovative solutions towards expanding and ameliorating the e-commerce industry.

Furthermore, TUSİAD is a member of BusinessEurope and study for adaptation of European Union's Digital Single Market Initiatives have been in consideration and study (TUSİAD, 2017)

Emerging economies promises positive changes and support of exterior economies and global market interaction will lead to innovation and internalisation.

Bibliography

Aaker, D. (1993). *Brand Equity & Advertising: Advertising's Role in Building Strong Brands.* (D. Aaker, & A. Biel, Eds.) San Francisco: L. Erlbaum Associates.

Agius, A. (2015, June 8). *7 Inspiring Examples of Omni-Channel User Experiences*. Retrieved from Blog.hubspot.com: https://blog.hubspot.com/marketing/omni-channel-user-experience-examples

Akdeniz, Y. (2003). *Internet Governance: Towards the modernisation of policy making process in Turkey* . Turkish Informatics Charity (Turkiye Bilisim Vakfi – TBV).

Berrill, A., Goode, S., & Hart, D. (2004). Managerial expectations of internet commerce adoption after the tech wreck. *Journal of Global Information Technology Management, 7*(3), 45-63.

Boateng, R., Heeks, R., Molla, A., & Hinson, R. (2008). E-commerce and socio-economic development: conceptualizing the link. *Internet Research, 18*(5), 562-594.

Box, S. (2009, February 2). OECD Work on Innovation – A Stocktaking of Existing Work. *OECD Science, Technology and Industry Working Papers*, 52.

Brouwer, H., Woodhill, J., Hemmati, M., Verhoosel, K., & Vugt, S. V. (2016). The MSP Guide, How to design and facilitate multi-stakeholder partnerships. UK: Practical Action.

BTK. (2016). *btk*. Retrieved from Yetkilendirme Yönetim Sistemi : http://yetkilendirme.btk.gov.tr/Yetkilendirme/

Business2community. (2015, May 7). *30 Shocking Figures and Facts in Global Textile and Apparel Industry* . Retrieved from Business 2 Community: http://www.business2community.com/fashion-beauty/30-shocking-figures-facts-global-textile-apparel-industry-01222057#bFR7x3wtFY3W0BUG.97

Clarke, R. A., & Knake, R. (2010). *Cyber War: The Next Threat to National Security and What to Do About It.* New York: Ecco.

Clemons, E., Reddi, S., & Row, M. (1993). The impact of information technology on the organization of economic activity: the `move to the middle' hypothesis. *Journal of Management Information Systems, 10*(2), 9-35.

Colla, E., & Lapoule, P. (2012). E-commerce: exploring the critical success factors. *International Journal of Retail & Distribution Management, 40*(11), 842-864.

Conway, P., Janod, V., & Nicoletti, G. (2005). Product Market Regulation in OECD Countries: 1998 to 2003. *OECD Economics Department Working Papers, No. 419*. Paris: OECD Publishing.

Curtis, S. (2015, January 29). *British social shopping app Depop raises $8m for US expansion*. Retrieved from Telegraph.co.uk: http://www.telegraph.co.uk/technology/news/11375377/British-social-shopping-app-Depop-raises-8m-for-US-expansion.html

Daniel, E., & Wilson, H. (2002). Adoption intentions and benefits realised: a study of e-commerce in UK SMEs. *Journal of Small Business and Enterprise Development, 9*(4), 331-348.

Davies, R., & Reynolds, J. (1988). *The Development of Teleshopping and Teleservices.* Essex, U.K. : Harlow, Longman.

Deibert, R., Palfrey, J., Rohozinski, R., & Zittrain, J. (2010). Access Controlled: The Shaping of Power, Rights, and Rule in Cyberspace. *MIT Press*, 344-345.

DeNardis, L., & Hackl, A. (2015, May 9). Internet governance by social media platforms. *Telecommunications Policy, 39*, 761-770.

DEPOP. (2017). *DEPOP*. Retrieved from DEPOP: https://www.depop.com/about/

Durfee, T., & Chen, G. (2002). E-Commerce: Should We E- ? *Journal of Business Strategy, 23*(1), 14-17.

Ebell, M. (2016). Assessing the impact of trade agreements on trade. *National Institute Economic Review, 238*(1), R31-R42.

Ecommerce Foundation. (2017). *Ecommercefoundation.org*. Retrieved from Ecommercefoundation.org: http://www.ecommercefoundation.org

Ecommerce News. (2017). *Ecommerce in The United Kingdom - Ecommerce News*. Retrieved from Ecommerce News: https://ecommercenews.eu/ecommerce-per-country/ecommerce-the-united-kingdom/

Elbahnasawy, N. G. (2014). E-Government, Internet Adoption, and Corruption: An Empirical Investigation. *World Development, 57*, 114-126.

Erkip, F., & H. Ozduru, B. (2015, November). Retail development in Turkey: An account after two decades of shopping malls in the urban scene. *Progress in Planning*, 1-33.

eShopWorld. (2017, August 23). *Turkey eCommerce will generate 11.5 billion USD by 2020*. Retrieved August 23, 2017, from eShopWorld: http://www.eshopworld.com/blog-articles/turkey-ecommerce-insights/

Euromonitor International. (2017). *Euromonitor International*. Retrieved from Euromonitor International: http://www.euromonitor.com

European Convention on Human Rights. (2017). *European Convention on Human Rights.* Retrieved from European Convention on Human Rights: http://www.echr.coe.int/Documents/Convention_ENG.pdf

Evans, P., & Wurster, T. (1999). “Getting real about virtual commerce. *Harvard Business Review, 77*(6), 85-94.

Fawcett, A. (2001). Examining the Objectives of Financial Regulation – Will the New Regime Succeed? A Practitioner's View. In E. Ferran, & C. Goodhart, *Regulating Financial Services and Markets in the 21st Century* (pp. 37-56). Oxford: Hart Publishing.

Fisher, R. A. (2013, June 20). Dr Fisher's casebook: Beard the statistician in his den. *Significance, 10*(3), 31.

Fung, R. (2006). *Networking Vendor Strategy and Competition and Their Impact on Enterprise Network Deisgn and Implementation.* Thesis, MIT System Design and Management Programme .

Gawer, A., & Cusumano, M. A. (2008). How Companies Become Platform Leaders. *MIT Sloan Management Review*, 28-35.

Ghauri, P. N., & Grønhaug, K. (2005). *Research Methods in Business Studies: A Practical Guide* (3rd Edition ed.). Financial Times Prentice Hall.

Grandon, E., & Pearson, J. (2004). E-commerce adoption: perceptions of managers/owners of small and medium sized firms in Chile. *Communications of the Association for Information Systems, 13*(8), 81-102.

Hill, R. (2014, September 24). *IN MULTISTAKEHOLDERISM WE TRUST: ON THE LIMITS OF THE MULTISTAKEHOLDER DEBATE*. Retrieved from CGCS Media Wire: http://www.global.asc.upenn.edu/in-multistakeholderism-we-trust-on-the-limits-of-the-multistakeholder-debate/

Hill, R. (2014). The internet, its governance, and the multi-stakeholder model. *Digital Policy, Regulation and Governance , 16*(2), 16-46.

Hoyng, R. (2015). *A socio-technical contract: Network governance and ICT4D in Turkey.* Lingnan University, Department of Cultural Studies. Hong Kong: Elsevier.

ICANN. (2017, August 20). *Beginner's Guide to Participating in ICANN.* Retrieved from ICANN : https://www.icann.org/en/system/files/files/participating-08nov13-en.pdf

IGF. (2017). *IGF 2014 - İstanbul, TÜRKİYE*. Retrieved from IGF Internet Governance Forum: http://www.igf2014.org.tr/about.igf.html

Kantarci, O., Ozalp, M., Sezginsoy, C., Özaşkınlı, O., & Cavlak, C. (2017). *DİJİTALLEŞEN DÜNYADA EKONOMİNİN İTİCİ GÜCÜ: E-TİCARET.* TÜSİAD , TUSİAD BUSINESS EUROPE. Istanbul: TÜSİAD.

Kao, D., & Decou, J. (2003). A strategy-based model for e-commerce planning. *Industrial Management & Data Systems, 11*(1), 30-55.

Karabacak, B., Yildirim, S. O., & Baykal, N. (2016). Regulatory approaches for cyber security of critical infrastructures: The case of Turkey. *Computer Law & Security Review, 32*, 526-539.

Kaya, M. B. (2016). The regulation of Internet intermediaries under Turkish law: Is there a delicate balance between rights and obligations? *Computer Law & Security Review, 32*, 759-774.

Koske, I., Wanner, I., Bitetti, R., & Barbiero, O. (2015). The 2013 update of the OECD product market regulation indicators: policy insights for OECD and non-OECD countries. *No 1200.* Paris: OECD Publishing.

Kotler, P., & Armstrong, G. (1999). *Principles of Marketing.* Prentice Hall.

Kurre, M., & Collin, B. (2017). *PARTICIPATION, COORDINATION, AGREEMENT... ACTION? EVALUATING THE MULTISTAKEHOLDER MODEL IN INTERNET GOVERNANCE.* Georgetown University, The Faculty of the Graduate School of Arts and Sciences. Washington: ProQuest LLC.

Lee*, H. G., Chang Lee, S., Young Kim, H., & Hui Lee, R. (2003). *Is the internet making retail transactions more efficient? Comparison of online and offline CD retail markets.* College of Business and Economics Yonsei University, Department of Business Administration. Seoul: Electronic Commerce Research and Applications.

Lee, C.-S. (2001). An analytical framework for evaluating e-commerce business models and strategies. *Internet Research, 11*(4), 349-359.

Leiner, B. M., Cerf, V. G., & Clark, D. D. (1997). *Brief History of Internet.* Retrieved from Internet Society: https://www.internetsociety.org/wp-content/uploads/2017/09/ISOC-History-of-the-Internet_1997.pdf

Loane, S., & Bell, J. (2006). Rapid internationalisation among entrepreneurial firms in Australia, Canada, Ireland and New Zealand: An extension to the network approach. *International Marketing Review, 23*(5), 467-485.

Lomas, E. (2010). Information governance: information security and access within a UK context . *Records Management Journal, 20*(2), 182-198.

Lunden, I. (2015, Janurary 29). *Social Shopping App Depop Raises $8M, Hires Ex-Reddit GM To Break Into US Market*. Retrieved from TechCrunch: https://techcrunch.com/2015/01/29/social-shopping-app-depop-raises-8m-hires-ex-reddit-gm-to-break-into-us-market/

Lunden, I. (2015, January 29). *Social Shopping App Depop Raises $8M, Hires Ex-Reddit GM To Break Into US Market*. Retrieved from TechCrunch: https://techcrunch.com/2015/01/29/social-shopping-app-depop-raises-8m-hires-ex-reddit-gm-to-break-into-us-market/

M. Kurre, C., & B.A. (2017). *PARTICIPATION, COORDINATION, AGREEMENT... ACTION? EVALUATING THE MULTISTAKEHOLDER MODEL IN INTERNET GOVERNANCE.* Georgetown University, The Faculty of the Graduate School of Arts and Sciences. Washington: ProQuest LLC.

Michele, R., Vitolla, F., & Antonello, G. (2017). The impact of an IT governance framework on the internal control environment. *Records Management Journal*, 19-41.

Mitala, J. (2017). *Evidence Based Policy Making A Guide to Regulatory Impact Assessment.* Assesment, THE REPUBLIC OF UGANDA, THE CABINET SECRETARIAT OFFICE OF THE PRESIDENT, Uganda.

Monti, M. (2010). *A New Strategy for the Single Market: At The Service of Europe's Economy and Society.* Brussels: European Commission.

Morrison, E. (2015, January 14). *Artefact*. Retrieved from Artefact – In conversation with | Depop founder Simon Beckerman: http://www.artefactmagazine.com/2015/01/14/in-conversation-with-depop-founder-simon-beckerman/

Mukti, N. (2000). Barriers to putting business on the internet in Malaysia. *Electronic Journal on Information Systems in Developing Countries, 2*(6), 1-6.

My Parcel Delivery. (2017). *How to Sell on Depop, Selling on Depop UK, Guide to Depop App & Fees | My Parcel Delivery*. Retrieved from Myparceldelivery: https://www.myparceldelivery.com/hub/useful-stuff/features/marketplace-selling-guide/depop/

National Audit Office. (2017). *Better Regulation: Making Good Use of Regulatory Impact Assessments - National Audit Office (NAO)*. Retrieved from National Audit Office: https://www.nao.org.uk/report/better-regulation-making-good-use-of-regulatory-impact-assessments/

Ngai, E., & Wat, F. (2002). A literature review and classification of electronic commerce research. *Information and Management, 39*(5), 415-429.

Nicoletti, G., Scarpetta, S., & Boylaud, O. (2000). Summary Indicators of Product Market Regulation with an Extension to Employment Protection Legislation. *OECD Economics Department Working Papers, No. 226*. Paris: OECD Publishing.

OECD. (2017). *OECD* . Retrieved from Oecd.org: http://www.oecd.org/turkey/

Patton, M. Q. (2002). *Qualitative Research & Evaluation Methods* (3rd Edition ed.). California: Thousand Oaks, SAGE Publications.

Polatoglu, V. (2007). Strategies that work – the case of an e-retailer in an emerging market. *International Journal of Emerging Markets,, 2*(4), 395-405.

Porter, M. (1985). *Competitive Advantage: Creating and sustaining superior performance.* New York: Free Press.

Quayle, M. (2002). E-commerce: the challenge for UK SMEs in the twenty-first century. *International Journal of Operations & Production Management, 22*(10), 1148-1161.

Rao, L. (2011, April 12). *eBay Acquires Turkish Marketplace GittiGidiyor*. Retrieved from TechCrunch: https://techcrunch.com/2011/04/12/ebay-acquires-turkish-marketplace-gittigidiyor/

Remsen, N. (2017, March 2). *How the clothes-selling platform Depop is creating young entrepreneurs*. Retrieved from Financial Times: https://www.ft.com/content/67de4da6-fed4-11e6-8d8e-a5e3738f9ae4

Reynolds, J. (2000). eCommerce: a critical review. *International Journal of Retail & Distribution Management, 28*(10), 417-444.

Ruzzier, M., Antoncic, B., & Hisrich, R. D. (2006). SME internationalization research: past, present, and future. *Journal of Small Business and Enterprise Development, 13*(4), 476-497.

S. H. Teo, T., & Yu, Y. (2005). Onlinebuyingbehavior:atransactioncosteconomicsperspective. *Omega the International Journal of Management Science*(33), 451-465.

Schofield, S. (1995). The UK Internet Book. *International Journal of International Management, 15*(1), 69-74.

Schonberger, V. M., & Jefferson, M. Z. (2007). The United States And The future Of Internet Governance. *Science and Technology Law Review, 8*, 188-228.

Sobaci, M. Z., & Karkin, N. (2013). The use of twitter by mayors in Turkey: Tweets for better public services? *Government Informatıon Quarterly, 30*, 417-425.

Solum, L. B. (2008). *Models of Internet Governance.* Georgetown University Law Center. SSRN.

Statistics, O. f. (2017, February 17). *Retail sales in Great Britain - Office for National Statistics.* Retrieved from Office for National Statistics: https://www.ons.gov.uk/businessindustryandtrade/retailindustry/bulletins/retailsales/jan2017

Successful strategies for e-commerce: The case of Pandora bookstore in Turkey. (2008). *Strategic Direction, 24*(3), 24-26.

Sutherland, E. (2017). The implications of Brexit for the governance of telecommunications markets in the United Kingdom. *Digital Policy, Regulation and Governance, 19*(1), 2-20.

The Cabinet Office Regulatory Impact Unit. (2017). Good Policy Making: A Guide to Regulatory Impact Assessment. London, United Kingdom.

Tseng, K.-M. K., & Johnsen, R. E. (2011). Internationalisation and the internet in UK manufacturing SMEs. *Journal of Small Business and Enterprise Development, 18*(3), 571-593.

TUSİAD. (2017). *THE NEW GROWTH ENGINE IN THE DIGITAL WORLD: E-COMMERCE.* Istanbul: TUSİAD.

Wölfl, A. e. (2009). Ten Years of Product Market Reform in OECD Countries: Insights from a Revised PMR Indicator. *OECD Economics Department Working Papers, No. 695*. Paris: OECD Publishing.

Wölfl, A. e. (2010). Product Market Regulation: Extending the Analysis Beyond OECD Countries. *OECD Economics Department Working Papers, No. 799*. Paris: OECD Economics Department Working Paper.

Wauters, R. (2011, December 20). *Amazon Invests In Turkish E-Commerce Startup Ciceksepeti*. Retrieved from TechCrunch: https://techcrunch.com/2011/12/20/amazon-invests-in-turkish-e-commerce-startup-ciceksepeti/

Weber, H. R. (2010). *Shaping Internet Governance: Regulatory Challenges.* Zurich: Springer-Verlag Berlin Heidelberg.

Weber, R. H. (2008). Transparency and the governance of the Internet. *Computer Law & Security Report, 24*, 342-348.

Wigand, R. (1997). Electronic commerce: definition, theory, and context. *The Information Society, 13*(1), 1-16.

Worzala, E. M., McCarthy, A. M., Dixon, T., & Marston, A. (2002). E-commerce and retail property in the UK and USA. *Journal of Property Investment & Finance, 20*(2), 142-158.