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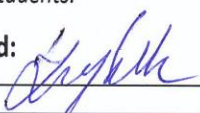
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Exploring the Attributes of Good Cash Flow Management System  
in SMEs in Turkey:  
A Wheat Flour Factory Case Study in Turkey

Research dissertation presented in partial fulfilment of the  
requirement for the degree of  
MBA in International Business Management

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## List of Abbreviations

|         |                                                        |
|---------|--------------------------------------------------------|
| SME:    | Small and Medium Enterprises                           |
| R&D:    | Research and Development                               |
| CIMA:   | Chartered Institute of Management Accountants          |
| OECD:   | Organisation for Economic Co-operation and Development |
| KOSGEB: | Small and Medium Enterprises Development Organisation  |
| TSI:    | Turkish Statistical Institute                          |



## **ABSTRACT**

Cash flow is one of the important tools for the survival of the businesses. When the size of the enterprises gets smaller and the businesses are in seasonal industries, management of cash flow becomes harder. Therefore, efficient cash management techniques are required for SMEs. In this research, the aim is exploring attributes of good cash flow management in SMEs in Turkey. Cash flow management system of a SME in flour industry is examined for better understanding of cash flow management and seasonality effects. Accounting department of case company is interviewed for the results of the research. Then, these findings are compared with literatures.



## 1. INTRODUCTION

The common expression “cash is king” is used for pointing the importance of cash flow management. According to Smith (2014), business could be forced to bankruptcy without proper amount of cash on hand. Cash is used for investing in new projects, dealing with unexpected expenses, supporting daily activities, providing liquidity, avoiding interest and fees. In the absence of cash, businesses are unable to manage and at the end they fail because of these reasons cash is one of the most crucial actors in a business management. According to many researchers like Singh and Lakanathan (1992), Smith (2008), Glautier and Underdown (2001), Peng and Jiahai (n.d.), cash is necessary for the survival of the businesses. Therefore, managing and controlling of the cash becomes crucial in the success of the business. When the size of the enterprise is small, they are affected hugely from wrong management of cash. According to the European Commission (2005), in a single market with no internal frontiers, it is essential that measures in favour of SMEs are based on a common definition to improve their consistency and effectiveness, and to limit distortions of competition. Therefore, cash flow management becomes more important in SMEs compared to large enterprises. Although there has been various failure reasons of SMEs, the main failure reason is given as wrong cash flow management by Festervand, Troy and Forrest (1991), Brodsky (2009), Peel, Wilson and Howorth (2000). That literally stresses out the fact that cash is the power source of the company which can be measured by different parameters to show the companies backbone. Cash flow can be calculated in different times of the business management and there are different facts as the different amounts of cash calculated, when the cash is higher at the end of the term compared to the beginning than its called positive, if the calculations show the opposite than it's called negative.

There are variable cash flow problems however; occurrence of the cash flow problem is when a firm can't pay its debt as it becomes due. Some of the main cash flow management problems in SMEs are late collection of receivables, deadbeat customers, and wrong management of credit, not planning for long run and over investing, lack of access to financial credits, lack of corporate structure, lack of access to external funds and lack of qualified workers. Especially in seasonal industries, cash flow requires

careful management because of different incomes and expenditures in different time periods create irregular cash flow. Enterprises in seasonal industry have to get or pay cash in a set period which creates unbalance between cash outflow and inflow. Therefore, seasonality hardens the management of maintaining the profitability throughout the periods in which business may experience its ups and downs. The extent of the seasonality cash flow for enterprises is important. Further it will be shown the cycles of the seasonality in SME and aim of this research is to focus on a Turkish Company which is called Zeybek Un for a better understanding of seasonality effect in a SME.

### **1.1. Case Company**

Zeybek Un is a follow up of Elsa Group Enterprise establishment. Elsa Group started business life in 1986 with trade of grain. Elsa Group entered the sector of construction beside the grain trade in 1992. Now, Elsa Group takes huge part in trade, construction and food sectors. Zeybek Un is established in 2006 in Amasya located in the central black sea region in Turkey with 20 years intensive business experience. The main business of Zeybek Un is manufacturing wheat flour and distributing all over Turkey. Also, 20% of sales come from export. Main exporting regions are Middle East and Africa. Number of workers in Zeybek Un is 41. Accounting department in Zeybek Un includes one general manager, one accounting manager, one accounting specialist and an external accountant. These are the people who are involved in cash flow management.

In Turkey SME's differ according to the employment of the work force which must be under 250 to be a middle enterprise and its annual financial statement must be under a certain amount of money. There is no uniform definition of SME and the definitions vary depending on the number of employees, turnover, total net assets investment level. However, most of the definitions are based on number of the workers in the organization. If the number of employees in the organization is up to 10 the enterprises called Micro, between 10 and 50, the enterprises are called small. Based on this classification, Zeybek Un; due to the employment of 41 people, will be treated in the research as a small enterprise.

## **1.2. Background**

The background to this research comes from my personal interest in SMEs in Turkey. Before my bachelor degree as an industrial engineer, I had worked with different SMEs in Turkey for instance; a chocolate factory, flour factory and a foreign trade company. I realized the cash flow problem of SMEs while I was working in these companies. After that I decided to focus on the major reasons for SME failure and this encouraged me to conduct this research about this very particular topic since my future career will be in our family business, Zeybek Un. The case company is a wheat flour factory and it is one of our family businesses in Turkey. Flour industry is a good representative of the seasonality effect. Also, I believe that accessing to information and data collection process would be easier. After the completion of stage II in the master programme, I started to work in Zeybek Un and during summer term I was in Turkey and continued working at Zeybek Un. This provides a close look to the company and makes data collection easier. Additionally, results of the research contribute to the cash flow system of Zeybek Un and I contribute to my family through my education.

## **1.3. Research Aims and Objectives**

This research aims to explore attributes of good cash flow management system in SMEs in Turkey. After finding out cash flow management system of case the company, gap between literatures and system of case company is aimed to find. Therefore, similarities and differences between case company and literatures are determined. Another aim is finding out the problems that SMEs encounters in the application of good cash flow management system and finds to solve and improve it.

## **1.4. Study Structure**

In chapter 2, literatures about cash flow management and SMEs are reviewed critically. First of all, cash and cash flow is defined and importance of cash flow management is found. Then, suggestions and techniques to manage effective cash flow are searched from literatures. This provides to find out attributes of good cash flow management system from literatures. Then, SMEs are defined and problems they are encountered are reviewed. After that, the research focuses especially on cash flow management problems in SMEs. After general discussion on SMEs and their problem, the research continues focusing on SMEs in Turkey. SME definitions in Turkey are discussed. Organization types and nature of SMEs are found out. SMEs success rate in Turkey is discussed and SMEs problems are searched. Since the case company is in flour industry,

more information is collected about flour industry and effect of seasonality on cash flow. In chapter 3, the concept of the research is pointed. How to use literature findings in the research is discussed in general.

Chapter four relies on research methodologies and methods. Available philosophies and methodologies are listed in terms of their usage, advantages and disadvantages to show that philosophy and methodologies of this research is selected in the awareness of available methods. As research philosophies, positivism, interpretive and realism is taken into account. Qualitative and quantitative research methodologies are discussed as research methodologies. After that, design of this research is discussed. Interpretive philosophy and qualitative research methodology, case study is used for this search. Design of research and data collection process as face to face interview method is discussed. Finally, how to analyse the findings of the search is pointed.

In chapter five, the search findings are given. The findings are grouped as importance of cash flow management system to a business survival, interviewees' knowledge about cash flow management, interviews role and function in cash flow management systems in Zeybek Un, knowledge about the seasonality effect, interviews idea of what is wrong with the current cash flow management system in Zeybek Un and suggestions to improve it. After summarization of the finding in terms of these topics, similarities and differences between findings and literatures are found. In chapter 6, conclusion of the research is made. Mainly, achievement of the research is discussed in the light of research objectives. Then limitations of the research and recommendations for further studies are given.

## **2. LITERATURE REVIEW**

### **2.1. Cash Flow Management**

#### **2.1.1. Cash Flow Definition**

International Accounting Standards Boards (2012) defines cash as cash on hand and demand deposits. Cash flow is inflows and outflows of cash and cash equivalents which are short term and highly liquid investments. Black (1997) described cash flow as the pattern over time of a firm's actual receipts and payments in money as opposed to credit. Another definition of cash flow is given as the flow of money payments to or from a firm (Bannock et al., n.d.). Similarly, Melik (2010) states that cash flow is one of the major tools required for controlling the cash movement of the company by determining the cash in and cash out. Likewise, Chartered Institute of Management Accountants (2012) points that cash inflow is cash coming into the business via sales of goods or services and cash outflow is paying out for costs such as labour, power, raw materials, etc. Chartered Institute of Management Accountants (n.d.) defines that cash flow management is all about balancing the cash coming into the business with the cash going out. Cash inflows are classified as money from the sale of your goods or services to customers, money on customer accounts, outstanding bank loans, interest received on investments and investment by shareholders in the company. Cash outflows are classified as purchasing finished goods for re-sale, purchasing raw materials to manufacture a final product, paying wages, paying operating expenses (such as rent, advertising and R&D), purchasing fixed assets, paying the interest and principal on loans, taxes. An organization has to manage cash carefully to survive and prosper.

#### **2.1.2. Purpose and Importance of Cash Flow Management**

The purpose of cash flow management is to manage cash for business activities; it is an effective tool for decision making for new investments or projects. Managing cash flow properly is important due to its high level of impact including even failure in the organization. Therefore, good cash flow system in an organization has an important role in the survival of the organization.

Singh and Lakanathan (1992) points that cash is the most important resource for supporting the day to day activities so that absence of cash would bring about the failure of the company. Besides being an effective tool for managing cash for business

activities, cash flow management is a crucial tool for decision making processes. Chartered Institute of Management Accountants (2012) states that cash flow is a useful tool for capital budgeting practices in decision - making processes for making new investments. They also point there is no business that could survive without enough cash to meet immediate needs, therefore managing the cash flow is crucial to business survival. Addition to new investments, cash flow is a financial model necessary to count the demand for money to meet the project cost and the pattern of income it will generate (Smith, 2008).

According to Glautier and Underdown (2001) cash is crucial in business and to survive companies need a good and healthy cash flow which could avoid the liquidity problems. They point the purpose of cash flow is the reporting of cash receipts and payments. Type of business activities that could use cash flow is defined as following: operating activities, returns on investments and servicing of finance, taxation, capital expenditure, financing activities. Cash flow management is seen as essential due to gaining information about future cash flow and timing and degree of certainty of cash flow. Additionally, if some elements are changed, then cash inflow and outflow could change. Increase in long-term creditors, short-term creditors and capital and reserves; and decrease in fixed assets, stocks and debtors affect cash inflow and cause increases in cash. Increase in fixed assets, stocks, debtors and decrease in long-term creditors, short-term creditors, and capital and reserve impact cash outflow and cause decreases in cash.

It is pointed that cash is the most important factor in survival and success of the organization. “SME should know that there is something even more fundamental to the success of their businesses: cash. If the cash inflows exceed the cash outflows, SMEs can continue operations. If the cash outflows exceed the inflows, SMEs run out of cash and grind to a halt. Even if the imbalance is only for a short period, it can spell disaster.” (Peng and Jiahai, n.d.)

Having an effective cash flow management system is highly beneficial. CIMA (Chartered Institute of Management Accountants) (2012) lists these benefits as spotting potential cash flow gaps and acting to reduce their impact. For example, by negotiating new terms with suppliers, fresh borrowing or chasing overdue invoices, planning ahead – allowing you to make investments without worrying that existing commitments will

not be met, reducing your dependence on your bankers and saving interest charges by paying down debt, identifying surpluses which can be invested to earn interest and reassuring bankers, investors, customers and suppliers that your business is healthy in times of a liquidity squeeze.

### **2.1.3. Techniques for Effective Cash Flow Management**

For solving cash flow problems and effectively managing it, some tips and recommendations could be used. Campbell (2004) advises organizations to follow 10 rules which help them to manage cash flow properly. These rules are as follows: never running out of cash, cash is king (no cash = no business), knowing the cash balance right now, doing today's work today, either you do the work or someone else do it, not managing from the bank balance, knowing what you expect the cash balance to be six months from now, having cash flow projections and eliminating your cash flow worries so you are free to do what you do best - taking care of customers and making more money.

According to National Federation of Independent Business (2009) managing cash flow might be influenced by account receivables, sales receipts, credit sales, customer delay on payments and so on. Different ways to deal with problems are given as getting on time payment, offering discount to customers, controlling inventory strictly, taking credit card payments, increasing payment term of account payables, forecasting the cash need continuously

Quinn (2010) advises 5 ways to solve cash flow management problems as: performing good forecasts, evaluating terms, enforcing payment discipline, segmenting customers, suppliers and inventory and making it company priority.

Chartered Institute of Bankers (2000) points that an efficient cash management should include reducing the financial risk, volatility of the company's cash flow and providing enough liquidity to maintain its position, controlling the expense and considering the possible rate of increase in inflation and its pressure onto the business, optimizing cash collection and improving cash capacity, planning the company's total credit capacity with banks to supply the foreseeable funding needs, finding necessary funds with lowest possible cost, maintaining and improving the company's credit control and its credit

worthiness to protect against a credit compress from suppliers, banks or from other creditor.

According to Andersen (2000), the best ways to manage cash flow includes careful selection of appropriate bank partners, developing cash forecasting, improving investment yields, reviewing cash management and centralizing infrastructure. Huebsch (2010) depicts poor cash flow management could cause failure of the business. Therefore, for proper cash flow management, following advice is given: getting payments in cash or credit card, offer discounts for payments in 30 days, have a good relationship with suppliers and vendors for any need of extending payment deadline.

Atallah (2006) points some techniques for controlling cash outflow and maximizing, accelerating cash inflow. Their techniques are negotiating with the client for getting fair and logical payment terms, submitting the first invoice as soon as possible and getting the cost of mobilization (site office setup, supervision, temporary facilities), bonding and insurance cost, introducing the completed works to the client as soon as possible for making checks and strictly following up the deserved receivables, practicing prudent contract and changing order management for improving the chances of getting paid, accelerating the schedule for improving the cash inflow and decreasing the overall indirect cost.

Additional to these advices for organizations, some basic recommendations are given for small businesses. Niven (2013) depicts 10 ways to manage cash flow properly for small businesses. The ways are setting cash flow target, agreeing clear payment terms, invoicing quickly, making payments quickly, offering clients fixed rate payment package, establishing payment arrangement that minimize debtor days, using technology, focusing on cash flow rather than profit, training employees to monitor cash flow and keeping bank informed. Similarly, Holtzclaw (2012) points that cash flow management is important for small business and gives tips for fast moving cash flow which are offering discount for early payment, using online payment systems, requiring upfront fee, delaying the work, taking credit cards, invoicing for lower sums, talking with your customers about accounts payable.

Galimidi (2010) shows effective cash management tips for SMEs as preparation of cash budget, increase in cash sales, taking deposits, centralization of cash management, use of online banking, avoiding cash payments and using factoring and harmonizing cash inflow and outflow.

## **2.2. Small and Medium Enterprises (SMEs)**

### **2.2.1. Definition of SMEs**

Small and medium sized enterprises are called SMEs. There have been different aspects of defining SMEs and it varies from country to country. Different sources define SMEs in terms of different criteria such as number of employees, turnover, total net assets and investment level. According to Ayyagari, Beck and Demirgüç-Kunt (2003), the most common SME definition is based on employment level. However, the upper and lower level of employment varies. Organization for Economic Co-operation and Development (OECD) (2012) classifies SMEs according to number of workers. Micro enterprises have maximum 4 workers. Small enterprises employ maximum 100 workers. Medium sized enterprises employ maximum 500 workers (Ayyagari et al., 2003). Similarly, Rogowsky, Koopman and Cummings (2010 cited in The U.S. Small Business Administration) state the definition of SMEs in USA; organizations with fewer than 500 employees. Bank for International Settlements (n.d.) defines SMEs as the firms whose annual total sales do not exceed €20 million.

European Commission (2003) defines SMEs according to number of employees and either turnover or balance sheet total. The companies that have less than 10 employees and less than € 2 million turnover or € 2 million balance sheet total are called micro enterprises. Small enterprises have less than 50 workers and less than €10 million annual turnover or annual balance sheet total Medium size companies have maximum 250 workers and less than € 50 million annual turnover or less than €43 million annual balance sheet total. The detailed mentioned classification is shown in the following table 1.

Table 1: SME classification (European Commission 2003)

| Enterprise category | Headcount: Annual Work Unit (AWU) | Annual turnover | Annual balance sheet total |
|---------------------|-----------------------------------|-----------------|----------------------------|
| Medium-sized        | < 250                             | ≤ €50 million   | ≤ €43 million              |
| Small               | < 50                              | ≤ €10 million   | ≤ €10 million              |
| Micro               | < 10                              | ≤ €2 million    | ≤ €2 million               |

### 2.2.2. Problems of SMEs

Small and Medium Business Development Chamber of India (n.d.) points the challenges that SMEs encounter include the absence of adequate and timely banking finance, limited capital and knowledge, non-availability of suitable technology, low production capacity, ineffective marketing strategy, identification of new markets, constraints on modernization & expansions, non availability of highly skilled labour at affordable cost, lack of follow-up with various government agencies to resolve problems etc. According to Yüksel (2011) , the main problems of SMEs are accessing finance, establishment, development, investment and growth of enterprises.

Almost the same obstacles are found by Bianci and Bivona (2000) who points that most of small businesses fail during the first 2 years of business. The factors of failure of small businesses in early stages are revealed as lack of liquidity to meet initial financial needs, lack of clarification of business idea, difficulties in application of business ideas, shortage of initial team.

Likewise, Stefanovic, Milosevic and Miletic (2009) points 95% of the enterprises in EU and Serbia are SMEs. They investigated 16,339 SMEs in 27 EU countries for SME problems. The main problems identified in SMEs were purchasing power (46% of the sample), inadequate legal regulations (36% of the sample), and deficiency of working force (35% of the sample), high work force costs (33% of the sample), inadequate infrastructure (23% of the sample) and lack of financial assets (21% of the sample). Similarly, Watson (2003 cited in Stefanovic, Milosevic and Miletic 2009) states the primary reasons of failure of SMEs as inadequate managerial skills and lack of financial resources. Likewise, Glen (2012) pointed that SMEs had difficulties in finance due to Project Merlin which is an agreement between four UK's bank and government. Banks

was not able to meet the target of lending money to SMEs. Therefore, Glen depicts that the lack of access to finance is the most important factor that affects the success of SMEs and loses the growth opportunities in the UK economy. This is caused by the shortfall of the bank loans due to failure of the banks.

### **2.2.3. Cash Flow Problems of SMEs**

Stephens (2013) points the current economic environment challenges SMEs. A survey of Business Barometer in 500 SMEs found in the results the main obstacles of success of SMEs as economy (33%), cash flow management (8%) and obtaining finance (6%). Likewise, McSweeney (n.d.) states that most SMEs encounter financial problems. These problems consist of balancing the books, managing cash flow and sourcing finance. Festervand, Troy and Forrest (1991) argue that the most important reason of small business failure is financial problems such as ability to control costs and cash flow management. The second reason of failures is dedicated as management problems.

One of the main obstacles in SMEs is finance and it includes cash flow management problems. Brodsky (2009) points the problems of cash flow management with an example of small cleaning company. Main problems are revealed as trouble at collecting receivables, having deadbeat customers, spend too much on overheads and weak gross margin. According to Peel, Wilson and Howorth (2000) SMEs have late payment problems as collecting payments late and credit management problems which causes SMEs to fail. SMEs are claimed to focus on short terms in payments and receivables and not have plans for managing cash in the long run. Therefore; they have problems with managing their cash flow. A survey conducted for small businesses in UK (M. Peel et al., 2000) showed that 89% of surveyors pay late to their suppliers.

According to Peng and Jiahai (n.d.), the capital in SMEs is so weak that SMEs have difficulty surviving on it alone. Their goal is mostly profit maximization. SMEs focus on sales growth, which results in more serious credit sale and an increase in receivables. When they use the accrual rather than cash receipt, it results in the differences in the amount of SMEs income, profits and cash and also causes the increase of profits on the book, but no real cash. If the SMEs regarding profit as a priority do not enhance cash flow management, recessive financial crisis will occur. Moreover, in order to save cost, quality of the products and services are reduced. This causes the recessive liabilities of

products or services to increase, such as maintenance cost, claims, lawsuits, etc., and other receivables cycle will be extended. As a result, the cash shortage will become more serious and the recessive financial crisis will appear consistently.

## 2.3. SMEs in Turkey

### 2.3.1. Definition of SMEs in Turkey

There is no common definition of SMEs in Turkey. Different sources and institutions define SMEs differently. Main SME definitions in Turkey are given by Official gazette, Turkish Statistical Institute, Eximbank, KOSGEB (Small and Medium Enterprises Development Organization), Undersecretaries of Treasury and Foreign Trade.

Official gazette (2012) in Turkey defines SMEs in terms of number of worker and either annual net sales or balance sheet total. SMEs have 10 to 250 workers and less than 25 million TL (around € 9.3 million) annual net sales or balance sheet total. Turkish Statistical Institute (2012) classifies SMEs as follows; the businesses that recruit 1-9 staff are called micro sized business; the businesses that recruit 10-49 staff are called small sized business; the businesses that recruit 50-99 staff are called medium sized business and the businesses that recruit more than 100 staff are called large sized business. According to the Turkish Eximbank (2013), SME is, without considering legal statute, belonging to one or more than one real or legal person. SMEs recruit less than 250 employees and its financial budget or annual net sales income does not exceed twenty five million TL and it has one of the specifications of independent business, manufacturer, manufacturer-exporter , or exporter are called as the micro, small and medium sized business “SME”. The detailed classification is shown in Table 2.

Table 2: SME definition in Turkey (Eximbank, 2013)

| Enterprise category | Headcount: Annual Work Unit (AWU) | Annual total sales | Annual balance sheet total |
|---------------------|-----------------------------------|--------------------|----------------------------|
| Medium-sized        | < 250                             | ≤ 40 TL            | ≤ 40 TL                    |
| Small               | < 50                              | ≤ 8 TL             | ≤ 8 TL                     |
| Micro               | < 10                              | ≤ 1 TL             | ≤ 1 TL                     |

Additionally, KOSGEB (Small and Medium Enterprises Development Organization) (2005) classifies SMEs as same as Eximbank. Maximum number of workers is given 250 and annual total sales or annual balance sheet total do not exceed 40 million TL for SMEs as above. Turkish Republic Prime Ministry Undersecretaries of Foreign Trade defines SMEs as the business that employs between 1-200 workers and fix capital amount is maximum 2 million US Dollars as of net balance sheet value except land and building (Atıcı, 2006).

### 2.3.2. Organization Type

SMEs are 99.89% of all enterprises in Turkey (Öztürk, 2007). According to Turkish Statistical Institute (TSI) (2009), there are 3,222,133 enterprises that employ less than 250 workers. Since, there are no adequate resources about total sales or balance sheet, TSI counts SMEs as enterprises that have less than 250 employees. Micro enterprises are 95.62% of all enterprises in Turkey. Small enterprises have 3.87% of the distribution and medium sized enterprises have 0.50%. Large enterprises that employ more than 250 workers have 0.10% of the distribution.

Distribution of enterprises in Turkey on the basis of sectors is as follows: service 42%, trade 40%, manufacturing 13% and construction 5% (Turkish Statistical Institute, 2009). 80.58% of the total enterprises in Turkey has individual ownership, 13.6% limited company, 2% joint stock company, 1.7% unincorporated association and 2.12% others. Most of SMEs are either individual ownership or limited company (KOSGEB, 2005). The detailed classifications are rivalled in Table 3.

Table 3: Distribution of enterprises in terms of Legal Status (KOSGEB, 2005)

| Legal status                  | Number of enterprises | Percentage |
|-------------------------------|-----------------------|------------|
| Individual ownership          | 1386491               | 80.58      |
| Unincorporated association    | 28607                 | 1.66       |
| Collective enterprises        | 3970                  | 0.23       |
| Limited Liability Partnership | 197                   | 0.01       |
| Limited Company               | 233193                | 13.55      |
| Joint Stock Company           | 34843                 | 2.03       |

|             |         |      |
|-------------|---------|------|
| Cooperative | 14213   | 0.83 |
| Others      | 19084   | 1.11 |
| Total       | 1720578 | 100  |

80.58% of enterprises in Turkey are individual ownership in legal status. They are usually managed by owner and owners' family. Only 19.42% of enterprises have corporate structure and among these enterprises, 15.58% is corporation, 3.84% is individual ownership (Oktay and Alptekin, 2002). 71.30% of SMEs are managed by owner of the organization. Only 20.59% of SMEs are managed by a professional that is shown in Table 4.

Table 4: Enterprise Management in SMEs (KOSGEB, 2004)

| Enterprises are managed by | Number of enterprises | Percentage |
|----------------------------|-----------------------|------------|
| Owner                      | 26530                 | 71.30%     |
| Professional Manager       | 7662                  | 20.59%     |
| Other                      | 3016                  | 8.11%      |

SMEs are not able to survive for a long time in Turkey. 21% of SMEs stays one or two years in the economy. 18% survive between two and five years. 21% stays between six and ten years. 24% stays between eleven and twenty years. 10% exits between twenty one and thirty years. Only 6% of SMEs exit more than 30 years in Turkey.(Savcı, 2009) Most firms in EU do not survive beyond their fifth year (Monk, 2000 cited in Cook et al, 2000). Around 20% of firms exit in their first year (Geroski et al., 2010) Similarly, Van Praag (2003) depicts that firms have around 50 % survival rate over the first three years. However, survival of business in Canada is higher. SMEs that are established in 2008 in Canada, 80% survived for one year. With the increase in age, survival rate decreases and number of two years old firms becomes 71, 7% in Canada. (Government of Canada, 2013)

### 2.3.3. Nature of the Business

Since 1970s, SMEs play a crucial role in creating employment, developing new products and services, entrepreneurship and competitiveness of a country (OECD, 2005) “Small and medium-sized enterprises (SMEs) are important engines of growth, jobs and social cohesion”(OECD, 2012). Likewise, Erdoğan (2010) points that SMEs

contribute more through competitiveness, creating employment and innovation. The reason of creating and applying new ideas is claimed as ambition and braveness of SMEs (Gafuroğlu, 2007).

Due to small structure of the SMEs, they have a close relationship between customers, employees and suppliers. According to Akgemici (2007), this structure provides more flexibility in marketing, manufacturing and service activities which bring about appropriate reactions to problems in right time. Similarly Mucuk (2005) depicts that close connections gives the advantage of meeting demands with high levels of flexibility in manufacturing and packaging. Erdoğan (2010) claims that close relationships create high levels of belonging to the organization and trust.

Sucu (2010) claims that most often the owner of the organization is also manager of the organization so they are responsible for every department and they are the only authority. Compared to large business, SMEs are able to take strategic and critical decisions in shorter time due to less bureaucratic processes. Additionally, in terms of finance, SMEs mostly do not recruit medium or highly qualified employees for financial work. Usually, accounting department try to meet these works. However, mostly they do not have enough knowledge and capacity. As a result, SMEs have problems in financial and cash flow management.

According to Mucuk (2005), knowing the industry very well and forecasting the requirement of the sector is big advantage for SMEs. Similarly, Akgemici (2007) depicts that due to low level of employee, management of business and people gets easier. SMEs do not have much problem about storage and sales because of low level of manufacturing. SMEs do not require too much investment and technology. However, when it requires technology, they are able to fit it (Sabuncuoğlu and Tokol, 1991).

Savcı (2009) points common specification of SMEs in Turkey. Most of them are in individual ownership status and owner and manager of the organization is the same person. Beside close relationship between owner and employee, there is close relation with customers. They usually have low level of equity and due to lack of accessing external finance; they have to use their capital. Product and service capacity is limited and investment capacity is low. Market share and sales are usually low and regional.

Employment level is low and usually family members work in the organization. They are open to innovation and improvement.

#### **2.3.4. Success Rates**

SMEs in Turkey contribute to economic and social life through increasing employment, developing entrepreneurship, increasing productivity and innovation, creating competitive environment, completing large organizations' requirements, meeting consumer demand, decreasing effect of crisis and immigration (Öztürk, 2007).

Additionally, SMEs in Turkey form 78% of total employment, 55% of value added, 65.5% total sales, 50% of investments and 56% of export (The Union of Chambers and Commodity Exchanges of Turkey, 2013). Similarly, SMEs meet the 2/3 of employment demands in Turkey (Özdemir et al., 2006) which is 22330 in 2006 (Turkish Statistical Institute, 2007) In SMEs, cost of employing a worker is 1/3 of cost in large enterprises which is a big advantage. (Özdemir et al., 2006)

#### **2.3.5. Barriers to Success**

Öztürk (2007) states that the main problems of SMEs are finance, marketing, qualified employees and technology. Similar results are obtained by KOSGEB (2007) which surveyed 50,000 enterprises. According to survey results, 75% of SMEs manager is owner or partner of the enterprise. Therefore, all decision making authority is belong to same person. That is why; performance of the organization is directly related to skills, management capacity, and knowledge of the owner or partner. Most of these organizations encounter with human resources, financial management, and marketing, development of product and service problems due to lack of institutionalization.

According to Sucu (2010), main barrier to SMEs success is economic crisis. The negative impacts of the economic crisis over SMEs are listed as centralization of management decisions, decrease in adaptability, pressure on quick decision making, increase in stress, decrease in trust and unexpected costs. Beside these problems, in Turkey SMEs are very old. 20% of SMEs in EU-10 exist for more than 16 years. However, in Turkey, 60% is more than 16 years old (World Bank, 2010). It could be said that SMEs in Turkey grew slowly so they stay small for a long time. Therefore, it would be concluded that SMEs have some barriers to growth. Main obstacle is stated as access to appropriate financial credit (Yüksel, 2011). This is also supported by Güney and Oktay (2002), The problem is caused by equity structure, approach of financial

organizations and general market conditions. Similarly, Erdogan (2010) points that besides management, marketing, manufacturing problems in SMEs, financial problems are the most often encountered which is caused by lack of initial capital, accessing financial credits and fund.

Small enterprises see accessing financial credit and cost of finance as bigger problem than for large enterprises. While the size of the organization gets bigger, conditions of financial credit and access get easier (Ayyagari et al., 2003). 40% of large enterprises use external financial credit for new investments however, it is only 20% in small enterprises (World Bank, 2010). Yüksel (2011) shows the main reasons of accessing financial credit as a problem of demand and supply. Lack of financial credit and inappropriate conditions of SMEs bring about supply problems. Lack of information, financial reporting problems, financial weakness of the enterprises and lack of assurance cause demand problems.

Likewise, Green (2003) points that barriers to accessing appropriate financial credit in SMEs are caused by growth rate and profit fluctuations so chance of survival is lower than large enterprises. Therefore risk of SMEs is high. Also, the most of the SMEs have low level of shareholders equity. SMEs have lots of non recording activities and not trusted accounting records which makes for harder evaluation by banks. Additionally, SMEs usually have low level of management capacity and institutionalization. Management of the enterprises usually depends on one person or a small group of people.

In terms of financial problems, SMEs problems are inadequate finance and accounting department, lack of capital, inadequate financial planning, not getting a support from banks and institutions, not able to find and get external credits (Akgemici, 2007). Beside financial problems, SMEs have problems like inadequate technology and infrastructure, not able to find qualified workers. (Çetin, 2007)

## **2.4. Seasonal Industry**

### **2.4.1. Nature of Flour Industry**

There are approximately 700 flour factories in Turkey and they have 32.5 million ton manufacturing capacity per year (Akgün, 2010). However, there is 14.5 million ton manufacturing in a year. Manufacturing capacity is 2.24 times bigger than actual manufacturing number. Additionally, capacity of Turkey could meet the flour trade demand which is 11 million ton. When we compare to USA and EU, Turkey has more factories in flour industry. That's why; factories have to work in low capacity. The capacity usage percentage is 90% in USA and approximately 100% in England. Average of capacity usage is 65% in the world. However, this rate is 45% in Turkey. Most of the enterprises in flour industry are SMEs and work in low capacities. In Turkey, there are 14,000 workers in flour factories (Akgün, 2010).

Enterprises could supply wheat each month or they could supply during harvest term. They are able to supply from the market or from the Turkish Grain Board. It is very important to have close connections with local markets for selling. Also, other regions and importing could be used for supplying flour. Price changes in flour industry are directly related to price fluctuation of wheat. Especially after the harvest terms, prices go up. In flour production, the role of raw material is huge so the prices are shaped in terms of wheat prices (Türkiye Un Sanayicileri Federasyonu, 2012).

Main problems in flour industry are depicted as seed growing, price fluctuation, conditions of climate, lack of technology usage, small size of agricultural enterprises and lack of irrigable land (Türkiye Un Sanayicileri Federasyonu, 2012). Akgün (2010) points to another problem. Due to high level of competitiveness, margin of profit decreases. However, labour, energy, transportation and marketing costs increase.

### **2.4.2. Seasonality Impact on Cash Flows**

Especially enterprises in seasonal industries could have cash flow management problems. Successfully managing cash flow can present a significant challenge for seasonal businesses because they receive most of their income in a set period, but may have outgoings at other times. The temptation can be to spend too much when cash is

plentiful, creating cash flow issues when revenue is down. Such irregular cash flow requires careful planning and management. (Start-up Donut, n.d.)



### **3. CONCEPTUAL FRAMEWORK**

Up to this point, cash and cash flow are defined. Purposes and importance of cash flow are reviewed. Especially in SMEs, how cash flow could be managed better, tips and recommendations from literatures are collected. Main problems that could be encountered in cash flow management process are discussed from previous studies and theories. SME classification in Turkey is defined. The focus is on cash flow management problems of SMEs in Turkey. After searching and collecting more information from previous studies about definitions, different classifications and importance of cash flow management system in SMEs for long term survival has been a crucial step to find more about good cash flow management system. Previous studies aid preparation of interview questions. It is crucial to have roadmap for management of cash flow for SMEs. Even though, some recommendations are given for effective cash flow management for SMEs from previous studies, they do not focus especially on SMEs and not include seasonality effect on cash flow management. If there is seasonality in an industry, every process of the organization including production, sales accelerate in specific period which directly affects the cash inflow or outflow period. These cause huge problems in management of cash flow. This research aims to explore the attributes of effective cash flow management systems in SMEs in Turkey.

## **4. RESEARCH METHODOLOGY AND METHODS**

Research can be described as a word for finding of results or outcomes of particular aspect or study. Researchers undertake studies to find new insights and new knowledge regarding some phenomenon. To conduct a research, a researcher sets the objective of the study which states what is needed to conclude. The objectives of the study are extracted after evaluating all past studies. The objectives are headed by research philosophies and methodologies. Research philosophy is related to development of the research background, knowledge and its nature whereas methodologies are concerned with systematic and theoretical analysis of the methods which are applied on the study (Johnson, 2014). In the view of this perspective, the report will thoroughly explain different philosophies and methodologies which are used in conducting research.

### **4.1. General Discussion on Research**

#### **4.1.1. Research Philosophies**

Philosophies are that important part of research which explains about the development of research background, perception and understanding of the researcher related to the particular study and the nature of the research (Fellows and Liu, 2008). In research philosophy, a researcher establishes the relationship between its objective of the study and the question it has framed to find the results. Research philosophy demonstrates the assumptions, beliefs, knowledge, and perception of the researcher about particular study and also states how the data is gathered and what methods will be applied on the study to draw conclusions (Williams, 2011). There are several factors which influence the researchers' actions and behaviour while conducting the study such as time and budget. This can be overcome with the help of three philosophies i.e. positivism, interpretive and realism.

##### **4.1.1.1. Positivism Philosophy**

Positivism philosophy was introduced by Auguste Comte, a French philosopher. This research philosophy uncovers the truth about particular thing and it shows the aspect on which the researcher is focused. In other words, here the researcher believes the knowledge should be based upon scientific method. This philosophy is constructed upon highly structured methodology to make generalization (Johnson and Christensen, 2010). A researcher evaluates the data with the help of statistical tools when she/he has

positivism philosophy about the subject. Positivism philosophy is considered to be a structured method which sums up logical deduction with the help of accurate observations. The researchers who follow positivism philosophy are concerned to collect data and information from large sample rather than small (Saunders, 2003). When the data is collected from large samples the beliefs or knowledge of researcher doesn't have any personal impact on the study. So the results which are drawn by following positivism philosophy are free from bias from the researcher. This approach is centered upon observations and experiments to collect numeric data for carrying out of the study.

### ***Advantages of Positivism Philosophy***

As stated in the above paragraph, the positivism philosophy is totally dependent upon statistical tools for analyzing the data to draw constructive conclusions (Sekaran, 2006). So it based on quantitative methods. Quantitative data always helps in drawing objective decisions which accurately demonstrates the results in accordance with research objective. So positivism philosophy includes easy comparison of data. Besides this, positivism is considered to be the best approach to draw significant decision on the basis of large sample data which represent whole population for the study (Cohen et al., 2007). Positivism also provides greater opportunity for researchers to retain control of research process. The approach is very helpful to direct the research activities in the right direction. This ultimately helps in achieving results in accordance with the research objectives.

### ***Disadvantages of Positivism Philosophy***

It is conceived that positivism philosophy derives results without the involvement of human emotions but it is difficult to get hold over them and behaviour as it is an integral part of human being (Johnson, 2014). So there is no surety that every time the results of positivism are free from human emotions. The other shortfall which is seen in positivism philosophy is Inflexibility. The positivism approach exhibits that every aspect of the study can be measured and calculated. However, it is not always necessary. Further, positivist researchers view things as they are while they disagree with the phenomena which are unexplained.

#### **4.1.1.2. Interpretive Philosophy**

This research philosophy is opposite of positivism philosophy. Interpretive philosophy views social world of management and business as complex to being formulated into theories and laws unlike in positivism (Cooper and Schindler, 2006). This philosophy believes that there are several truths of same facts and these facts are suitable for every situation. Interpretive philosophy is regarded to bring the results of collected data. This research philosophy considers various factors such as different living standards of people, difference in social and cultural surroundings and others which influence the nature of individual. Interpretive approach directs the research actions to understand the social phenomena in regards of what is happening and why it is happening (Kasi, 2009). The researchers who have interpretive philosophy rely more on qualitative data which is collected through various mediums. The interpretive philosophy is more centric towards beliefs and value to explain adequate justification for a research problem. Therefore, here researchers perform extensive study on small sample to estimate the behaviour of large mass.

#### ***Advantages of Interpretive Philosophy***

Interpretive philosophy helps in identifying the views and opinion of people in drawing conclusions (Saunders, 2003). The interpretive philosophy further helps in finding solution of specific problem. The philosophy facilitates in understanding the answer of problem in respect of how and why so it is very easy to understand the solution of any problem. Another benefit of interpretive approach is that the philosophy considers multiple realities of a particular fact so this perspective helps in building significant theoretical knowledge of the subject matter (Sekaran, 2006). In addition to that the philosophy also helps in making changes at utmost ease when new issues or ideas emerge. This is possible because the approach is based on qualitative method, so it is not a hard task to make changes in the research when some new issue or ideas emerge. The interpretive philosophy also considered good because it collects selective data for the stud. Here, only that data and information is gathered which is related with the study (Thomas, 2003) . So it helps in eliminating the task related to large accumulation of information. Last but not the least the interpretive philosophy undertakes extensive research on small sample. So this aspect brings more detail and insight knowledge about the particular fact.

### ***Disadvantages of Interpretive Philosophy***

The primary disadvantage of interpretive philosophy is that it includes the biasness of researcher in the study. Interpretive approach includes human emotions and biasness while drawing results but the researcher's biasness is not considered to be effective in every study (Losekoot, 2014). The next demerit of interpretive philosophy is that it is being used very common among new researchers due to lack of knowledge related to quantitative techniques. In past studies it was found that interpretive philosophy is mainly used by new researchers due to insufficient knowledge related to quantitative methods and techniques of carrying out research. Further, in interpretive philosophy it was found that the data collection method is very time consuming for the researcher. It is considered to be time consuming because the interpretive approach is based on theoretical knowledge which requires to collect large volume of information to draw informative conclusions otherwise the study of researcher would be considered futile (Thomas, 2003). Moreover the interpretive philosophy is viewed as complex process to draw decisions without statistical tools. It is very difficult for a researcher to make decisions without the use of quantitative data and analysis.

### **4.1.1.3. Realism Philosophy**

This philosophy is regarded as the best approach as it is based on interdependency of human values and beliefs. It is centered on the facts and beliefs which actually exist in the environment. The researcher with this philosophy believes that the existence external and objective reality mould action and behaviour of people. Realism philosophy also explains the way a person responds to a reality (Saunders, 2003). In this philosophy, mainly two approaches are followed i.e. direct and critical realism. Direct approach is related to what individual feels, sees and discovers about things while in critical realism a person or individual gives reason about the experiences for a particular situation. In other words, critical realism is that where the individual makes effort in order to prove his beliefs and values (Johnson, 2014).

### ***Advantages of Realism Philosophy***

The primary advantage of realism philosophy is that it is based on practicality. Realism philosophy is based on established facts and the research is done to get more insight

knowledge about the existing facts. It is also said that the realism philosophy is related to science. So the philosophy is related with the positivism at a large extent. Further, the realism philosophy is used to undertake research for individual need or demand of society. The philosophy is mainly adopted when the study is made because of individual need or demand of society to influence the actions and behaviour of individuals (Johnson, 2014).

### ***Disadvantages of Realism Philosophy***

Realism philosophy is more concerned towards existing facts rather than developing new facts and knowledge about certain aspect. So this is one of its demerits. Besides this, the philosophy only considers the real facts. In other words, the philosophy directs the actions of researcher towards the established facts only and this aspect doesn't leave the opportunity to develop new assumptions.

## **4.1.2. Research Methodologies**

Research methodologies describe the methods or techniques which will be applied on the study to solve the research problem. It includes various techniques and methods with the help of which the analysis of the study is made possible (Fellows and Liu, 2008). The research methodologies are broadly classified into two i.e. quantitative research methodology and qualitative research methodology. The use of methodologies depends upon the kind of study undertaken and the objectives framed. The understanding related to quantitative and qualitative research methodology is explained in detail below.

### **4.1.2.1. Qualitative Research Methodology**

Qualitative research methodology is a technique which is practiced to extract more knowledge and information about certain phenomenon. In this technique no quantitative techniques are applied to evaluate the results of the study. In this research methodology descriptive method is mostly adopted to give more rich information about the study. Qualitative research methodology is put into practice to get command over the established knowledge (Williams, 2011). In qualitative research methodology various types of research are done like historical, descriptive, comparative, evaluation and action depending upon the objective and nature of the study. Case studies is a part of descriptive and exploratory research where extensive study is done to make concrete

conclusions about certain phenomenon (Johnson and Christensen, 2010). Following are advantages and disadvantages of qualitative research methodologies which are also applied in the context of case studies.

### ***Advantages of qualitative research***

The qualitative research use established data and information for analysis. The existing data are analyzed and compared to bring new knowledge about the certain aspect (Saunders, 2003). So this aspect helps the reader to interpret the things in more effective way and to draw conclusions in logical manner. Further, qualitative research is considered to be a productive source of new information because it demonstrates the information in the well defined manner by rigorous study of particular aspect. The experts who value qualitative research cite that the human experience which is used in qualitative research is more constructive than the quantitative data. Many of times it is seen that the human experience has more constructive value than quantitative data and this helps in setting profound knowledge about the study (Sekaran, 2006). Apart from that, the qualitative research is also viewed as cheaper in respect of cost and time as compared to quantitative research methodologies. Here, the cost is incurred comparatively low as less quantitative data are collected. Another advantage of qualitative research is that it is very effective in finding intangible factors like people behaviors, beliefs, emotions, ethnicity and etc which has greater role in doing research (Cooper and Schindler, 2006). Lastly the qualitative research also proves to be very significant when applied with quantitative research. In today's contemporary time, researchers are using qualitative research methodology with quantitative to make sound conclusions.

### ***Disadvantages of Qualitative Research***

Some critics stated that the qualitative research is unrealistic because the use of lower sample size. This aspect could be viewed as the chief limitation of qualitative research (Kasi, 2009). As mentioned earlier that qualitative research is based on lower data as compared to quantitative research methodology. This can mislead the findings of the study. Further, the qualitative research includes the biasness of the researcher in the findings as the whole study is based upon researcher perception and mentality so the involvement of researcher biasness in the study cannot be ignored. At last qualitative research is not considered to be as significant as quantitative research because

quantitative research includes various statistical tools and techniques which analyze and verify the data but here no such quantitative tools are exercised. So this makes findings ambiguous (Sekaran, 2006).

#### **4.1.2.2. Quantitative Research Methodology**

This technique is applied on the study when the analysis is to be made on numerical data by applying statistical tools. In order to apply the quantitative research methodology, a researcher collects data through conducting interviews or by framing well structure questionnaires which to be filled by the respondents (Cooper and Schindler, 2006). Beneath are the advantages and disadvantages of quantitative research methodology.

##### ***Advantages of quantitative research***

The quantitative research helps in drawing productive result. It is one of the biggest advantages of quantitative research as it draws reliable results. The results which arrived from quantitative analysis helps in drawing generalized decisions for a large population (Kasi, 2009). Further the quantitative research also helps in verifying assumptions or hypothesis. Most importantly, quantitative research methods are also used commonly in verifying and validating the assumptions.

##### ***Disadvantages of quantitative research***

The shortfalls which can be seen in quantitative research are it ignores human aspects. As the quantitative research methodology is based upon numbers and figures so it lacks human aspects (Thomas, 2003). The complete findings are based upon the results derived from statistical tools and techniques. Besides this, it also lacks in depth analysis. Quantitative analysis is mainly centered on numerical values and it ignores the qualitative aspects of the study. Thus it lacks in depth measurement of the study.

#### **4.1.3. Conclusion**

Different research philosophies and methodologies which has important role in attempting a research study are carried out. It was found that there are mainly three research philosophies which are used in research i.e. positivism, interpretive and realism. Further it was explained quantitative and qualitative research methodologies for

doing research. The three philosophies and two methodologies are applied according to the researcher knowledge and background of the nature of the study.

## **4.2. My Research Design**

In the light of the general discussion on research above, the research design of the study is selected and explained in below.

### **4.2.1. Research Philosophies**

The research philosophy is interpretive due to sample size, subjectivity of collected data and complexity of achieving reality. The study focuses on the Turkish company Zeybek Un as a sample to understand cash flow management system of SMEs in Turkey. It is an extensive research on a small sample. Interpretive approach also aids to identify the views, opinions and explanations of people. The study is conducted through opinions and explanations of participants in interviews from Zeybek Un about cash flow management system. During the interviews what, why and how questions are asked to find out attributes of good cash flow management system. Therefore, the research is mainly based on the answers of the interviewees. Since it is hard to conclude and achieve results from interviews and not to create complexity, interpretive approach is selected.

### **4.2. 2. Research Methodologies**

Qualitative research methodology is conducted due to several reasons. A qualitative approach is warranted when the nature of research questions requires exploration (Stake, 1995). Qualitative research methods are crucial in finding out about the events that people experience (Bogdan and Biklen, 2003). With the research, attributes of cash flow management is explored through the experience of participants. Secondly, qualitative research methods are the best approach for studying phenomena in their natural setting (Denzin and Lincoln, 2003). Qualitative research involves an interpretive, naturalistic approach to the world- studying things in their natural setting while attempting to make sense of the meanings people bring to them (Denzin and Lincoln, 2003). The study focus is on the experience, knowledge of interviewers in Zeybek Un and what problems they encountered in cash flow management. According to Creswell (2005) researchers have an active role in qualitative methods. In this study, I am the researcher and data collector and interpreter of findings. As a result, qualitative approach is selected in this study due to structure of interview questions, participant's

contribution and data analysis procedures. Qualitative approach is seen the most suitable approach because it creates more opportunity to find out experience of interviewees in the organization and their own understanding of how to manage cash flow and the problems they experience. With this study the experiences and expressions of interviewees are analysed in dept.

#### **4.2.3. Case study**

The research is based on constructivist paradigm and case study strategy is applied in Zeybek Un. Qualitative case study research is selected as the main methodology of the study due to easy access to information. Since the case company, Zeybek Un, is a family business and the researcher is part of the team, access would not be a problem. There would be easy access to records in the company and observation of the process and data collection would not be an issue. Stake (1995) points case study research as “the study of the particularity and complexity of a single case, coming to understand its activity within important circumstances”. Therefore, case study provides a deep understanding of the attributes of cash flow management systems in SMEs and also the seasonality effect on cash flow management. Summer is the most important term for a wheat flour factory due to harvest time of wheat. Farmers come with newly harvested wheat and they want to take cash payment. This hot and busy term give good data for cash flow management system of the organization in a season. Case company provides the research as empirical evidence of a seasonal SME.

#### **4.2.4. Research Design**

Literatures and previous studies are analysed to determine attributes of good cash flow management system. Workers in Zeybek Un are informed about the research through e-mail. Cash flow system in Zeybek Un is observed without disturbing and annoying individuals. How the organization manages the cash flow and which system is used is identified. As research methods, one to one interviews with organization workers in finance and accounting department, direct observation and participant observation are used. Then, interview questions for workers in the system are prepared based on the observations. After arranging a meeting and getting approval from general manager, accounting manager, accounting specialist and external accountant, separately the questions are asked. Besides getting answers to prepared questions, their comments and views are also noted. Based on one to one interviews, cash flow system of Zeybek Un

and its problems are determined. Findings are summarized. Then, literatures and findings are compared. Similarities and differences are identified. The research approach is deductive because this research goes from literatures to observation of case company, Zeybek Un.

#### **4.2.5. Data Collection**

There are variety of research data collection method used in qualitative researches such as observations, survey, questionnaire, focus groups and interviews. However, one to one interview is used for the research. The main purpose with data collection is identifying the cash flow management system of Zeybek Un and to make suggestions to improve it.

According to Gill (2008), interviews can be used to explore the views, experiences, beliefs and motivations of individual participants. Therefore, interviews are most appropriate where little is already known about the study phenomenon or where detailed insights are required from individual participants. Main advantages of interviews technique is given following; obtaining detailed information about personal feelings, perceptions and opinions, allowing more detailed questions to be asked, achieving a high response rate, getting more objective answers. Main disadvantages are pointed as time consuming and different transcription of interviews by different interviewers (Evaluated, 2006). Workers and managers in Zeybek Un are key in data collection. Cash flow management system of Zeybek Un is directly observed and workers and managers observations are taken through one to one interviews and their observation are asked. Firstly, I will observe the process of cash flow management for a month. This is crucial for understanding the cash flow management system in Zeybek Un which helped to structure interview question. Besides that, SME features are found out during observation. A diary is used for noting observations. Apart from my observation in the company, interviewers' observations and answers to questions are collected.

Interviewees are workers in the organizations especially who takes place in cash flow management system like general manager, accounting manager, accounting specialist and external accountant. Interview questions are pre-structured in the light of literatures and observation. However, I could use spontaneous questions depending on the interview. Interpretation and experience of participants about cash flow management system and their perception about problems and attributes of the system and seasonality

effects are conducted. The interview questions are given in Appendix 1. Through the interviews, I could obtain workers observation, perception and thoughts about the system. However, the interpretation of the workers would not be objective due to violence to privacy and close link to the company. For solving the privacy problem, I explained to each interviewee that the answers and comments given to questions are used only for this research without giving the name with the explanation of the research through e-mail which is shown in Appendix 2. Also, I have friendly relationship with them and know them all for a long time; I believe they will open to me and I could have less subjective data. Also, I try to simplify the data collection and analysis as possible as to avoid variance in reality. Apart from internal workers, Zeybek Un has an external accountant and I believe external observer could give more objective feedback and information about the system in the company. Since the research is interpretive, interview with external accountant would be crucial part in data collection. Additionally, interviews with workers and taking their thoughts and perspectives and observing them could create anxiety which could impact negatively on the reliability of data. Therefore, I am planning to inform everybody about what I am doing and what is it all about through an e-mail which is shown in appendix 2. It would aid objectivity of the research if I release the workers and be open to me. Also, during the interview I stay calm and relax not to give negative impact. I do not judge people and discuss with them. Active listening and non-judgmental behaviour are important during interviews.

#### **4.2.5.1 Analysis of Findings**

I use primary data that I collect from interviews and observations and analyse them in order to structure the process of cash flow management of the organization. Also, some records of the company could be used as secondary data. At the end, both primary and secondary data define the cash flow management system in the company. Then, these findings are criticized and summarized. The similarities and differences between literatures and the organization are found. Not to forget and miss any point interviews are recorded with the approval of the participants and notes are taken during interview which aid to track and see important points. Additionally, I have a diary for my observations and participant observations. Observations are about the cash flow management system. Since it is a busy term, workers do not feel that they are watched and I would be able to collect reliable data. As a first step in interviews, purpose of the

study, expectations and importance of their contribution and protection of confidentiality are reminded. Then, if they have questions, some time is spent for clarifying. The questions are asked and then ended with ratings.



## 5. RESEARCH FINDINGS

The purpose of this research is exploring the attributes of good cash flow management system in SMEs in Turkey. The research questions are used for collecting data on the following topics: as i) importance of cash flow management system to a business survival, ii) interviewees knowledge about the cash flow management, iii) interviewees role and function in the cashflow management systems in Zeybek Un, iv) knowledge about the seasonality effect, v) interviewees ideas of what is wrong with the current cash flow management system in Zeybek Un, vi) suggestions to improve it.

During the interviews, participants share their knowledge, experience and perception about these topics. The research findings are based on the analysis of interviews and observations.

### 5.1. Background

The participants of this study were comprised of four workers in Zeybek Un: accounting manager, accounting specialist, general manager and external accountant. They ranged in age from 31 to 53 years old. All of them have more than 8 years working experience. Zeybek Un was founded in 2006 and general manager is also owner of the organization since 2006. He has no university education. However, he had founded his first work in 1986 on trade sector. He takes place in business life since 1986 as a manager. External accountant of Zeybek Un is the same person since its foundation. He is highly educated in accounting and worked as professional accountant more than 20 years. Accounting manager also graduated as accountant 15 years ago. Accounting manager works with Zeybek Un for 6 years. Accounting specialist joined Zeybek Un four years ago. She graduated from business management in 2008. On average the working experience in Zeybek Un is 6, 5 years.

### 5.2. Study Findings

#### 5.2.1. Importance of Cash Flow Management

All interviewees agree on importance of cash flow management for the business survival. However, the reasons for the importance vary. Accounting manager points:

“If you could not manage your cash flow properly, you would encounter with problems in payments in the short run, however in the long run the business could fail. Especially SMEs could not handle these problems for a long time and could fail quickly under wrong management.”

Examination of accounting manager is mirrored by general manager. General Manager pointed: “Daily needs have to be met by liquid funds otherwise, the organization will encounter with obstacles. If there is no proper management of cash flow, that business definitely will die” Likewise, accounting specialist depicts that the organization eventually will die without cash.

Besides failure reason in the organizations, accounting manager comments proper cash flow management also shows the success of the organization.

The reasons for the importance of good cash flow are given as meeting daily needs, measurement of success of the organization, providing cash. Even though, interviewees point to different reasons, they all agree on importance of the cash flow management in the organisation and the organization would die in the wrong management of cash flow.

### **5.2.2. Knowledge about Cash Flow Management**

Interviewee’s knowledge about the cash flow management is determined by asking a question of what are the key factors that are important for cash flow management. Accounting specialist points that credit card usage in sales eases taking payments from customers and shortens payment terms. Focusing on cash sales and using credit cards increase cash inflows in the organization. The point accounting specialist made:

“Seasonality factor have to be considered in cash flow management, depending on the season the organization would need more cash inflow compare to other terms. Managing and meeting these demand is important in cash flow management”.

Similarly, accounting manager notes that the important factor is increasing the cash inflows through collecting cash sales and increasing sales. By doing that, cash will be managed and flowed properly.

External accountant depicts that balancing the payment terms in sales and supply is important factor in cash flow management. In the words of external accountant:

“Payment terms in sales should be the shortest, if it is possible, cash is the best, payment terms in supply should be the longest. Supply of goods and products should be in the lowest cost. Therefore, right analysis of the market is crucial”

As accounting manager and specialist pointed, general manager also agrees on sales strategy the credit card usage to affect cash flow management.

Similar to external accountant, general manager states that finance has to be planned and managed properly. General Manager expresses: “Plan of total credit capacity is important and forecasting of cash is important factor in planning. If there is plan, forecasting must be done.”

Another factor given by general manager is incentivising customers in cash sales and giving discount in cash sales to increase cash inflow. Also, he said “Usage of online banking quickens the process and organization.”

Key factors that are important in the cash flow management are pointed as offering discounts to the customers in cash payments, encourage customers to use credit card payments, forecasting and planning cash needs, focusing on cash sales and try to convince customers for cash payments, bank and credit usage, balancing terms in sales and purchase, supplying in right time with lowest cost, analysing the market correctly and acting accordingly, active usage of online banking, planning total credit capacity, optimizing sales and cash collection, having good relationships with customers, suppliers and banks. Some factors are pointed to by more than one person but most of them focus on increasing cash inflow. Accounting manager and specialist states that the organization would not have a problem in cash flow management if they collect their receivables on time.

### **5.2.3. Roles and Functions in Zeybek Un**

How the system works in Zeybek Un and interviewees’ role in the system are asked. Main cash is provided by the sales of goods that is made by sales team in Zeybek Un. Sales team consist of nine people. Another sale is made directly from factory. Payments could be cash, credit card, cheque and note. Cash could be used within the company or in banks. Credit card payments are received from banks after reduction of bank commission. Cheque and note are used directly in banks for increasing the credibility of the company. Apart from sales, cash inflow is provided by bank credits. Cash receivables are recorded and tracked by accounting specialist and accounting manager. Payments by the company are planned by accounting manager. Accounting manager expresses “I forecast the coming payments each Saturday and according to these amounts I make a weekly plan for our payments”. This weekly plan is given to general

manager and after his confirmation; the payments are mostly done by online banking by general manager. Most of the payments consist of wheat and bank credits. In general, cash flow of Zeybek Un is forecasted and then planned weekly. After confirmation of the weekly plan, each day the activities takes place and updates are made.

Cash flow management system is driven directly by general manager, accounting manager, accounting specialist and external accountant. Accounting specialist is responsible for daily book keeping and supplying some of purchasing activities like packing of goods, stationery, food and recording them. Accounting manager is responsible for tracking, forecasting and planning of both cash inflow and outflow. General Manager is the person who controls the cash and confirms and takes decisions on pre-structured plans that are provided by accounting manager. External accountant is responsible for bookkeeping entries.

#### **5.2.4. Knowledge of Seasonality Effect**

Payment terms, usage of credits and funds, seasonality effects and ways to reduce these effects are asked of participants for getting more data about seasonality effect. Payment terms in buying changes depending on the goods. The biggest raw material is wheat for wheat flour manufacturing and it is the biggest cost for the organization. If wheat is supplied directly from farmers, the payment is cash. For other suppliers like wholesalers, the payment term changes between 30 and 45 days. Accounting manager points that around 80% of buying is in cash. Apart from wheat, the payment terms for other goods are stated around 30 days. Payment terms in sales changes around 30 and 90 days. Accounting manager points that around 20% of the sales are in cash and 80% is forward. As it is seen, there is huge gap between payment terms which is a disadvantage for the company. All participants point out that payment terms are common terms in flour industry. Due to higher supply level than demand level in flour industry, payment terms in sale are long. They said that the terms could not be changed without changes in industry.

The company uses bank credit as a big finance provider. Bank credits are used from different banks as biggest external cash inflow. Accounting manager states that unbalance in payment terms is managed through bank credits. General Manager depicts that finance is provided by sales, owner's equity and bank credits. However, general

manager points importance of banks by his sentence: “banks are our biggest stakeholders”.

General Manager points that due to harvest of wheat in summer, there has been intensity in raw material purchase. Farmers sell wheat in cash. Therefore, cash outflow increases in summer time. The extra flow is provided by owner’s equity and bank credits.

Similarly accounting specialist states that increase in wheat supply in summer creates seasonality and it effects the cash flow management. The effect is reduced by using bank credits. Also, for reducing the seasonality effect, collecting receivables and focusing on cash sales could be a method. Similarly external accountant points that flour factories stock wheat in summer terms and there has been more cash outflow due to high level of purchase. Effects of the season could be reduced by using bank credits and using discounts in cash sales for more cash inflow. Accounting manager notes that

“Due to advantage of supplying wheat in summer season, cash payments are made to farmers. There has been 100% increase in cash outflow in summer term. Due to the conditions in the industry, we are not able to make changes in payment terms and we have to do payments in cash. Otherwise, we will lose these suppliers. Only way that we could manage the process is through obtaining external finance in these terms which is mostly bank credits.”

## **5.2. 5. Problems in Current System**

The problems in the current cash flow management system of Zeybek Un is asked of participants. All participants state that there is a problem in current system. According to general manager the biggest problem is collecting receivables late. In his words:

“Not collecting our inflows creates lateness in our payments. This problem is caused by unprofessionalism among sales and marketing team. They do not focus on cash sales enough and collecting debts on time. Therefore, inflow of cash is slow.”

The same problem is also pointed by accounting specialist and accounting manager.

However, accounting manager sees the reason of the situation as unprofessionalism of customers. Accounting manager reports:

“Our customers are usually micro or small business and they do not have a standard plan for management of cash. This situation makes it hard for us to collect our receivables and pay our debts. If we have no problem in collecting our money, we do not have problem in current system”.

Accounting manager also points that payment terms in sales is needed to shorten however this could not be applied due to industry conditions. This examination of accounting manager is mirrored by accounting specialist. She believes “We are not able to change payment terms due to rivalry in the industry.”

External accountant points different problem. According to external accountant:

“All the process is managed by only one person. This creates problem in the system. The works should be divided and each person has to have some responsibility and authority. Even though, works seems to be divided in the current system, general manager controls and manages every step.”

#### **5.2.6. Suggestions for Improvement**

The ways to enhance current system in Zeybek Un is asked of participants. Accounting specialist states the need for continuously on time collection of receivables. This could be done by working with more professional customers and selecting them carefully.

Receiving consultancy service is also advised. Beside bank credits, other external fund could be used like government funds and incentives. General Manager points that

“We need to professionalise our sales and marketing team. We have to have no problem in collecting receivables. Creating difference in products, using advertisement and promotion will create brand awareness and sales will increase. We will have more power in the industry and even though there is high level of rivalry, we will have more opportunity to sale in cash.”

Beside these improvements, general manager points that payment terms for buying need to stretch. In his words:

“Even though we are not able to make too many changes in wheat payment, we could change it in other payments. Also, due to reduced effects of seasonality and industry, we need to increase our exporting sales. By doing that, connection with domestic market will decrease.”

External accountant points that there should be division of work and each process is needed to be controlled.” Payment terms in sale and buying should be in balance. There should not be too much difference.” Credit card usage could be increased in sales instead of forward sales. Accounting manager suggests that there should be more incentives and discounts in cash payments. There could be reminding programme for receivables to customers in a kind way. The sales should focus on cash instead of cheque and note. Because cheque and note is used in banks as credit card companies and banks take commission. Instead of giving commission to banks, discounts could be applied to customers for encouraging cash payments.

#### **5.3. Similarities with Literatures**

As stated from literature reviews, cash flow management is important in business survival. All the participants agree on importance of cash flow management in business. One of the reasons of importance of cash flow management was pointed by general manager as meeting the daily, immediate cash needs in the organizations which was also stated by Singh and Lakanathan (1992) as resource for supporting day to day

activities. Like Campbell (2004) states as cash is king, general manager points that without cash, no business could survive. Incentivising and offering discounts, forecasting cash needs, taking credit card payments, increase payment terms with accounts payable, decrease payment terms of accounts receivable, using online banking, having good relationship with suppliers and customers have been stated as important factors in cash flow management in the literature and by participants.

Chartered Institute of Bankers (2000) states “find necessary funds with lowest possible cost and plan the company’s total credit capacity with banks”. Similarly this is stated by general manager as finding and supplying funds and goods at minimum cost and planning total credit capacity of the organization. He also advises to have a good relationship with bankers.

Forecasting and projection of cash flow and planning are important factors in cash flow management which is derived from literature review. Cash flow system in Zeybek Un includes forecasting of inflows and outflows weekly and making plans according to forecast.

Brodsky (2009) depicts one of the problem of cash flow management is trouble at collecting receivables. Accounting manager, specialists and general manager points to the same problem in Zeybek Un. For solving this problem, general manager states more professional sales and marketing team. Accounting manager advises more discounts in cash payments and less delayed payments.

The system in Zeybek Un covers most of the applications and advices in literatures which shows the effective management of cash flow system in Zeybek Un. This is caused by well educated staff in accounting. They had also been worked together for a long time and thus become expert about the system in Zeybek Un. General manager has a huge impact on cash flow management system in Zeybek Un. His vast experience is contributed to the development of the cash flow management system.

#### **5.4. Differences with Literatures**

Some of the reasons for the importance of cash flow management which are found in literatures are not stated by any participant. Chartered Institute of Management

Accountants (2012) depicts that cash flow is an important tool for new investments and investment decision making processes. However, this reason is not pointed by participants. This could be caused by usage of mostly bank credits in new investments in Zeybek Un.

Campbell says “Either you do the work or someone else does it”. It has been derived that only one person in Zeybek Un is responsible for the control of cash. However, external accountant disagrees on this idea. He points that cash flow management has to be divided into parts and each person should be responsible for their work. There should be division of works and controls.

Important factors of cash flow management in literatures focus on both cash inflow and outflow and give advices to the improvement of the system. However, participants mostly focused on cash inflow and barely stated factors about cash outflow. This could be caused by the idea of if we could manage our cash inflow, outflow will be managed properly.

National Federation of Independent Business (2009) and Atallah (2006) point that payment terms are important factors in cash flow management. All the participants also agreed on decreasing the payment terms in account receivable and increasing the payment terms in account payable as important factors in cash flow management. However, participants state that these advices are hard to apply in real life and especially in flour sector. Payment terms in sale are 30-90 days and payment terms in buying is 30 days in Zeybek Un. This obviously shows that they are not able to negotiate in payment terms. Participants explain the reason of not being able to change payment terms as conditions of the industry. There has been high level of rivalry in flour industry and supply is higher than demand. Therefore, switch cost for customers are low. Zeybek Un has to extend payment terms in sales not to lose customers. Also, switch cost for suppliers of wheat is low. Therefore, Zeybek Un has to buy wheat from farmers in cash. Beside the industry effect, seasonality also affects payment terms in supply. Zeybek Un has to pay in cash for stocking and taking advantage of directly supply from farmers. The season starts in summer and cash outflow increases 100% at this time. Similar to difference in payment terms of accounts receivable and payable, seasonality creates excess of outflow. This problem in payment terms and seasonality

are solved by taking bank credits and using owner's equity and exporting. Bank credits and owner's equity are two methods that are suggested in literatures. However, increasing exporting sales is pointed by general manager. Increase in export would increase the cash inflow in summer term and balance the inflows and outflows.

Even though, one of the most often encountered problems is given as accessing finance, participants did not point such a problem in Zeybek Un. This could be as a result of their close relationship with banks and getting up to date information from them. Beside bank credits, using external finance is important tool in cash flow management. However, Zeybek Un mostly uses bank credits and only accounting specialist mentioned about improvements in using other funds and finance in Zeybek Un.

Some advices could be given for improving the cash flow management system in Zeybek Un. External accountant pointed that there has been no clear division in works of staff. Zeybek Un could receive consultancy about work division especially for accounting department. This would make clear division of works and determine responsible person easily. Additionally, Zeybek Un should search and track other available funds like government funds beside bank credits for investments and cash inflow. When seasonality affects the organizations like Zeybek Un, they have to increase their cash inflow in season. Like Zeybek Un, SMEs could provide funds through banks. It is always good to have good relationships with banks not to have problem in offers and rate of interest.

## 6. CONCLUSION

The study aimed to determine attributes of good cash flow management system in SMEs in Turkey. A wheat flour factory is examined for this study since flour industry includes seasonality. The study also contributes to seasonality effect on cash flow management system. Even though in the past there have been some studies and recommendations about good cash flow management system, they were not specific to Turkey and seasonal industries. Therefore, this study aims to fill this gap and show the effect of seasonality in cash flow management in Turkey. First aim of the study is finding out current cash flow management system in case company. This aim is reached by observations, data collection and conducting interviews with people from accounting department. Cash flow system in case company is managed by accounting specialist, accounting manager, external accountant and general manager. Accounting specialist takes place in recording of daily activities. Accounting manager is responsible from forecasting and planning of cash. General Manager controls cash and confirms weekly cash plans and provides credits and funds. External accountant takes place in bookkeeping. Plans for payments and receivables are made weekly by forecasting of cash inflow and outflow. Then, weekly plans are applied by general manager. Each step in accounting department is always controlled which is a precaution for decreasing the mistakes. After finding out the system of case company and summarizing of interviews, findings are compared with literatures. As a second aim of this study, similarities and differences between literatures and findings are determined. Likewise the literatures, interviewees from Zeybek Un pointed that cash flow management is important due to survival of the organization, meeting cash needs and supporting daily activities which will bring a different opinion to the area and will create a further understanding on the topic. Other similar recommendations are given as incentivising and offering discounts, taking credit card payment, increasing payment terms of account payable, decreasing payment terms of account receivable, forecasting cash inflow and outflow, using online banking system, having in a good relationship with suppliers and customers by both literatures and the case study. Beside the similarities, some differences were found and are crucial for the company. Cash flow management is seen as an important tool for new investment processes only in literatures however; in our case study it is not seen like that. Even though, literatures advices to reduce payment terms in account receivable and increase payment terms in account payable, interviewees stressed out that it is hard to

apply it in real life due to industries conditions. Additionally, one of the interviewees pointed that some of the problems occurred because of the vague descriptions of the divisions of people and their conditions created a distraction. Another objective for this study is determining the problems that case company faces in the application of good system. One of the biggest problems is slow collection of receivables due to unprofessionalism of sales team and customers. That is why, cash payments are made late. Another problem is making changes in payment terms. In a good cash flow system, collections should be in the smallest terms and payables should be in the longest terms. However, this is hard to apply for case company due to industry conditions and market conditions. Another objective is finding out to solve these problems and making suggestions to improve the cash flow management system. By considering the study findings some advice could be given to improve cash flow management system for both Zeybek Un and other SMEs on the field. Zeybek Un could use a consultancy service which can create different divisions of work and assign a qualified personal who will be responsible for a specific work. Also, Zeybek Un could use other funds beside bank credits for better cash flow management which will classify the amount of the change and increase in cash inflow in season. It is also obvious that if there is a seasonality effect in the industry, SMEs should forecast the needs of cash and take precautions according to the upcoming season. In addition, it is important to have good relationship with banks to obtain better offers and tracking the opportunities. Last objective is to create an understanding for operating, financing, and investing activities of the SME which is here in this case is Zeybek UN.

### **6.1. Study Limitations**

Even though, the study had come up with the results, there have been some limitations for the research. First of all, this study focuses on only one case company and its cash flow management system and its problems in Turkey. It is not certain that the same system is used by other companies and same problems are encountered in other SMEs that's why a further investigation can be made to understand the study from other perspectives. Even though, it contributes to the research in depth, some points could be missed due to the complications above. Since the study sample size is small, it is hard to make a generalization about the findings of the topic. Second limitation of the study comes from technique of data collection which is mainly happened with face to face interviews that take on average half an hour and they affect the time management a lot.

Therefore, it was hard to arrange meetings and fit them into half an hour schedules. Even though, the interview questions are pre-structured, interviewers contribute findings with extra comments in the light of their education and experience yet again it lead to time consumption but were essential to obtain the real data from the source. It was also difficult to elaborate and summarize interviews escaping from bias because of the fact that it's my own personal bias which would interfere in searching family business. Because being objective and gathering objective data is the main source of the study and while doing it not being driven through is important. Another limitation is timeframe of the study. Since the study takes place in the season of flour industry, the study proves the effects of large cash outflow. However, it would be better to comprise the whole year for better observation of the system. Final limitation could be created by reviewing of cash performance of my own family business. Even though, the study is searched in busy terms of employees and they would not be affected during observations and study, there is still possibility for compliance.

## **6.2. Recommendations for Further Studies**

One of the limitations of this study could be eliminated and sample size could be increased by joining of more company in further studies. Secondly, only one flour industry is examined for the study and in further investigation numbers can be multiplied to get a more precise outcome that will show the effects and furthermore, effect of seasonality in cash flow management could be different in different industries. Therefore, effect of seasonality in cash flow management system should be examined in different industries in further researches. In this study, cash flow management system is searched in the view of employees of case company and for extended and further studies; point of view of customers, banks, suppliers and capital providers could be searched and that will brought a broad sense of understanding within the merits of the research. Furthermore, evaluation and opinions of the individual segments that are listed above will provide more insight on understanding the SME's place facing with seasonality and their overall evaluation will be understood from different point of views.

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## APPENDICES

### Appendix 1: Interview Questions

1. Do you think that cash flow management is important in business survival?
2. What are the key factors that are important for cash flow management?
3. What is your role in cash flow management system in Zeybek Un?
4. Describe how the system works.
5. What are the payment terms for sales and buying?
6. Do you use credits, fund etc.? Who are your main finance providers?
7. What are the effects of seasonality in cash flow management? Do you take any actions to reduce the seasonality effect?
8. Do you think there are problems in the current management of cash flow? If yes, what are they?
9. What would you like to do to enhance the system?

## Appendix 2: Information e-mail

Dear .....,

I am conducting research on exploring the attributes of good cash flow management system in SMEs in Turkey: A wheat Flour Factory Case Study in Turkey.

Management of cash flow is one of the main problems in enterprises especially in SME. Therefore, this researches focus on finding the attributes of good cash flow management system. You are invited to participate in this study because you are taking place in cash flow management system of Zeybek Un and you have enough knowledge about cash flow management. If you agree to participate, the interview will take no longer than half an hour. The full interview will be recorded on a digital voice recorder. Your name will not be given in this study and your information will be protected before, during and after the research.

If you have any questions about the interview, you may contact me.

Yours faithfully,

Serap ZEYBEK