

T. R.
GEBZE TECHNICAL UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

**THE EFFECT OF GLOCALIZATION STRATEGIES
IMPLEMENTED BY GLOBAL COMPANIES ON BRAND
PREFERENCES IN TÜRKİYE: THE CASE OF SOUTH KOREA**

Jeenee LEE

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DEPARTMENT OF BUSINESS ADMINISTRATION

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Dissertation Supervisor

Prof. Dr. Bülent SEZEN

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DOKTORA JÜRİ ONAY FORMU

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ÜYE (TEZ DANIŞMANI) : Prof. Dr. Bülent SEZEN
ÜYE : Prof. Dr. Hakan KİTAPÇI
ÜYE : Prof. Dr. Salih Zeki İMAMOĞLU
ÜYE : Prof. Dr. Lutfihak ALPKAN
ÜYE : Dr. Öğr. Üyesi Ahmet Tuğrul TUĞER

ONAY

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ÖZET

Küreselleşme ve yerelleşme kelimelerinin birleşmesiyle oluşan glokalleşme kavramı son yıllarda yaygın olarak kullanılmaktadır. Çalışmanın temel amacı, küresel pazarlama stratejilerinin tüketicilerin marka tercihleri üzerindeki etkisini belirlemektir. Çalışmada Türkiye'de faaliyet gösteren Güney Koreli markalar incelenmiştir. Güney Kore merkezli firmaların uyguladıkları global pazarlama stratejilerinin marka tercihinin etkisini belirlemek amacıyla araştırmada veri toplama yöntemi olarak anket yöntemi kullanılmıştır. Araştırmadan elde edilen sonuçlar, glokalleşme stratejileri ve onun altboyutlarından duyarlılık, fiyat ve dağıtım boyutlarının tüketici tercihleri üzerinde etkili olmasına karşın, üretim, tutundurma, ve çevre boyutunun tüketici tercihleri üzerinde etkili olmadığını göstermektedir.

Anahtar Kelimeler: Küreselleşme, Güney Kore, Tüketici marka tercihi

SUMMARY

The concept of glocalization, which is formed by combining the words 'globalization' and 'localization,' has been widely used in recent years. The purpose of this dissertation is to determine the effect of glocal marketing strategies on consumers' brand preferences. In the dissertation, South Korean brands operating in Türkiye were examined. In order to determine the effect of glocal marketing strategies implemented by South Korea-based companies on consumer brand preference, the survey method was used as a data collection method in the research. According to the results obtained from the research, it was determined that the glocalization strategies in general and the sub-dimensions of glocalization strategies such as sensitivity, price, and distribution (place) were effective on consumer brand preferences, while product, promotion, and environment dimensions were not effective on consumer brand preferences.

Key Words: Glocalization, South Korea, Consumer brand preference

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LIST OF ABBREVIATIONS

<u>Abbreviations</u>	<u>Descriptions</u>
GATT	: General Agreement on Tariffs and Trade
GSS	: Globalization Strategy Scale
IBRD	: International Bank for Reconstruction and Development
ICSID	: International Centre for Settlement and Investment Disputes
IDA	: International Development Association
IFC	: International Finance Corporation
IMF	: International Monetary Fund
ITO	: International Trade Organization
KMO	: Kaiser-Meyer-Olkin
MIGA	: Multilateral Investment Guarantee Agency
MNCs	: Multinational Corporations
OECD	: Organisation for Economic Co-operation and Development
R&D	: Research and Development
SMEs	: Small and Medium-sized Enterprises
UN	: United Nations
WB	: World Bank
WBG	: World Bank Group
WTO	: World Trade Organization

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1. INTRODUCTION

1.1. Purpose of the Dissertation

Glocalization consists of globalization and localization. It has been one of the attractive research topics for many years. This concept tries to be global, while maintains local features. The term “glocal” refers to the combination of the words "global" and "local." Globalization and localization are two concepts that are not independent of each other. Globalization draws attention as a formation that reveals localization in the process (Khondker, 2004, p. 1; Okumuş, 2002, p. 119). Robertson (1995, pp. 33-35), who brought glocalization to the literature, stated that localization is included in globalization, and from this perspective, globalization was insufficient and the concept of glocalization would be more appropriate. In the words of Okumuş (2002), globalization and localization must be simultaneous for acculturation to occur in two directions. According to Alexander (2003), localization acts as water that refracts globalization into glocalization. In other words, glocalization must be ensured.

As the spreading speed of globalization increases, factors such as the emergence of a single market in the world, international competition, and rapid change reveal that businesses are in need of creating differences in their marketing activities and strategies. Despite the similarities made between countries and societies with the globalization process, traditional structures, different economic frameworks, and political systems separate countries from each other. For these reasons, there have been processes in which global businesses need to reorganize their organizational structures, working systems, goals, and practices. Since this general approach of global strategies, which ignores the differences between countries, does not meet the expectations of consumer demands in different markets, new consumer-oriented approaches are implemented and more flexible organizational structures and activities and harmonization programs of global enterprises in local markets are supported.

Global brands apply several strategies to influence consumers' brand preferences. Consumers tend to favor standardized products and/or services provided by global companies, because global brands usually produce high quality products and/or services with affordable price (Nezakati, 2013). Also, consumers tends to assume that global brands are aware of global “consumption trends” and have “higher social prestige” (Pitta & Franzak, 2008). Thus, the concept of glocalization has emerged as global companies develop localized strategies that take into account the tastes and needs of people living in a particular region. Especially in global markets where global competition is dominant, the adaptation of global companies to the local without losing their brand perception can positively affect their market shares.

In some cultures where consumers have a high local affinity, being perceived as local may be more advantageous for brands in terms of market shares. In this context, it is necessary to reveal the effects of global brands' perception of locality on consumers' attitudes towards the brand. Brand preferences of local consumers have a very important place in the formation of this effect. Within this context, the main purpose of this dissertation is to determine the effect of glocal marketing strategies on consumers' brand preferences. In this dissertation, South Korean brands operating in the Republic of Türkiye (hereinafter Türkiye) were examined. The Republic of Korea, usually known informally as and hereinafter South Korea, is one of the most technologically advanced countries in the world. South Korea has become one of the largest economies in the world, thanks to the economic breakthroughs it made after the Korean War (1950-1953). South Korea is the home of many world's leading companies, such as Hyundai, LG, and Samsung.

As for the theoretical framework of this dissertation, the consumer culture theory was used. The consumer culture theory “refers to a family of theoretical perspectives that address the dynamic relationships between consumer actions, the marketplace, and cultural meanings” (Arnould & Thompson, 2005). The consumer culture theory is rooted from the consumer behavior theory (Askegaard & Scott, 2013). While the consumer behavior theory focuses on consumption pattern as cognitive psychological approaches to consumer decision-making process, the consumer culture theory views “consumption pattern as social and cultural practice” (Askegaard, 2015). The consumer culture theory suits well as the base of this dissertation, because

“consumption is a social, cultural, and economic process” (Zukin & Maguire, 2004) and the theory considers various influences caused by globalization as well as sociocultural meanings specific to locals (Bansal, 2017; Rokka, 2021).

1.2. Content of the Dissertation

Through the globalization process, businesses have begun to enter different markets to achieve their goals such as profitability and growth. The concept of global business was revealed by businesses that operate in many countries. Global businesses have implemented the same practices for every market with standard and specific models of products and services in every country they operate in the world. These practices, which are expressed as global strategies, were carried out as global companies perform similar activities in many different regions of the world.

In this dissertation, the effect of glocalization strategies implemented by global companies headquartered in South Korea that have large market shares both in Türkiye and in the world on consumers’ brand preference has been examined. In line with this main purpose, the dissertation consists of five chapters including introduction and conclusion.

In the first main chapter, the subject of globalization is discussed and the economic, political, and socio-cultural dimensions of globalization are examined. In addition, the relationship between globalization and marketing strategies has been examined. In this context, the fundamentals of globalization and the effects of globalization are mentioned.

In the second main chapter of this dissertation, a conceptual analysis of glocalization is made. In this context, the development of the concept of the glocalization and the factors affecting glocalization are examined. In addition, glocalization approaches are explained in detail. Within the scope of the dissertation, the concept of global marketing and the changes it creates in the marketing mix are elucidated. Also, the concepts of product, promotion, price, and distribution (place), which are elements of the marketing mix, are examined.

Lastly, in the third main chapter of the dissertation, the effect of glocalization strategies implemented by South Korean global companies on brand preferences in Türkiye and its results are both analyzed and discussed by formulating hypotheses and using statistical methods.



2. GLOBALIZATION

This chapter begins with a discussion of the concept and phenomenon of globalization in general. In this context, the definitions of globalization are mentioned. Then, the phenomenon of globalization is discussed with its historical background. At the end of this chapter, approaches to globalization are explained.

2.1. Definition and Scope of Globalization

Globalization is the integration of human and non-human activities at international and intercultural levels. It is defined as a process that includes its causes, course, and results (Al-Rodhan & Stoudmann, 2006, p. 20). In this respect, two elements distinguish globalization. According to the first element, globalization expresses a network of connections (i.e. multiple relations) rather than a single connection. Based on the second element, for such a network of connections to be called "global," this network must be not only regional, but also intercontinental (Nye & Donahue, 2000, p. 2).

Looking at the history of the concept of globalization, there are different opinions about when and by whom it was used for the first time. According to one claim, globalization was used by a media theorist named Marshall McLuhan in the 1960s, and the concept entered the literature by using a concept of "global village" for the new world order in his book titled *Gutenberg galaxy: The making of typographic man* (1962). Thanks to the developments in communication technologies, McLuhan has described globalization by stating that at least a part of the world is turning into a global village (Elçin, 2012, pp. 2-3). Another claim is that the concept was updated in the 1980s by prestigious universities located in the United States of America (hereinafter America) such as Colombia University, Harvard University, and Stanford University, especially by the support of some economists and Zbigniew Kazimierz Brzeziński who was a political scientist (Ziegler, 2004, p. 17). In accord with other argument, a sociologist named Anthony Giddens (2002) used the term globalization for the first time between the late 1980s and the early 1990s. Based on a sociologist named Roland Robertson, at least one author named Charles S. McCoy emphasized

the word globalization in his book named *When gods change: Hope for theology* (1980), but Robertson was the first author to use the concept of globalization in his book called *Globalization: Social theory and global culture* (1992) (Featherstone, 2020, p. 1).

Karataş and Altunışık (2016) argue that there are two different approaches to globalization in the literature. One approach is to emphasize the economic dimension of globalization. Another approach is to highlight social and cultural aspects of globalization. For example, according to the Organisation for Economic Cooperation and Development (OECD), globalization is defined as the internationalization of industries, businesses, products, and competition (Gurría, 2006, p. 3). Levitt (1983), on the other hand, defines globalization as the world becoming a common market as the interactions between nations and societies disappear.

Based on the general view, there are many objective and valid indications that a period of historical change has been passed since the second half of the 20th century. Remarkably, the rapid change was seen in almost every field from economy to international relations, from politics to daily life, and being strong in individual or social sense, for the first time, started to originate from information and technology (Şahin, 2009, p. 174).

This change, the effects of which have begun to be seen in almost every field today is expressed with the concept of "globalization." The concept of globalization, which emerged in the 1960s and became widespread in the 1990s, has become a key concept on which many studies are carried out in today's scientific world. Therefore, it would be appropriate to see globalization as a phenomenon related to simultaneous and complex relations in economy, politics, culture, and technology (Tomlinson, 1996, p. 31).

Though the emergence of globalization dates back to earlier times, it is seen that the concept of globalization has been widely used since the last half of the 1980s (Durdu, 2020, p. 51). Globalization means the intensification of transportation, communication, and exchange relations beyond national borders and growth of their diameter (Habermas, 2000, p. 43). Held and McGrew (2007, pp. 185-186) see

globalization as expanding and connecting human activities between regions and continents and emphasizing the time-space process in human relations. According to the definition of globalization by Beck (2006, pp. 249-250), globalization refers to the processes in which transnational actors undermine sovereign nation-states and encounter crises by changing the appearance of power, orientations, identities, and networks. Walters (1995, p. 3), on the other hand, sees globalization as a process in which the effect of space in social, economic, and cultural arrangements gradually decreases and individuals' level of awareness increases. Similarly, globalization means spreading culture, practice, event, or commodity worldwide. It also means the expansion, deepening, and acceleration of mutual relations between nations, societies, and local groups (Oksay, 2006, p. 15).

As mentioned, various definitions have been made on globalization. These definitions differ from each other due to the multidimensional structure of globalization. However, all of the definitions emphasize changes beyond national borders. When globalization-associated concepts are examined, it is seen that globalization is related to the loss of the meaning of the word "border" (Şahin, 2009, p. 176). Globalization is about the interconnectedness of people and businesses worldwide, leading to cultural, political, and economic integration on global basis.

In globalization studies, discussions about the period in which the globalization process started are generally evaluated within the framework of three possibilities. First, it is the view that globalization has existed since the beginning of history. According to this possibility, globalization is as old as the first humans. It has consistently increased its influence since then, and it has increased its speed even more recently. Second, globalization has emerged simultaneously with the development of modernism and capitalism and has gained more momentum in recent times. Third, there is a view that globalization as a new phenomenon has emerged in recent years related to social processes called post-industrial society, post-modern society, and dissolution of capitalist system (Gelekçi, 2011, pp. 124-125).

Discussions and research on globalization have paved the way for different definitions due to the existence of many approaches to the concept. The fact that globalization has a multidimensional structure contributed to generating various

definitions. So much so that the concept of globalization is widely used in, but not limited to, economy, politics, culture, social fields, geographical themes, and technology. For this reason, there is no single definition of globalization that has been made so far (Robertson, 1992, p. 10).

Giddens (2002) argues that globalization cannot be explained by a single process, but is a set of concepts consisting of complex processes involving contradictory or opposing factors. The association of distant settlements with each other, the shaping of local formations with events far away, and the intensification of social ties in the world are explained by the concept of globalization and express complex processes in terms of concept structure.

Likewise, globalization is a concept developed to explain the relations between at least two countries, especially the development of economic, political, and social relations between countries, the recognition of different social cultures, and the intensification of inter-country ties. It is possible to define globalization as the transfer of national activities to the whole world, because globalization is explained as the spread of accumulation of the material and spiritual values of the countries worldwide by crossing national borders (Mutlu, 1999, p. 132).

From this point of view, it is possible to explain the concept of globalization as a process directed by transnational factors by putting the role of nation-states into the background (Sarıbay, 2004, p. 19). The whole society has undergone a transformation over time. At this point, the difference between far and close has disappeared, and the concept of globalization has emerged, in which the dimensions of cross-border interaction have developed. A simplest form of globalization's definition is that by ignoring distances worldwide, it can be explained as the convergence of countries, people, and their economic and social interaction with each other (Kıvılcım, 2013, p. 219).

Globalization is a process or a series of processes that includes the structures they encounter and create due to increasing mobility and multidirectional changes of people, objects, places, and information, and these structures prevent or accelerate globalization (Ritzer, 2011, p. 20). McLuhan argued that the world is rapidly becoming

a "global village" and that advanced technology and communication are reshaping people (Varol & Varol, 2019, pp. 143-144).

Keyman (1999) considers globalization as the transition to global relations processes in which political actors increase instead of state- or local-dominated international relations. At the same time, it emphasizes that capital has a global rather than a national character, the mechanisms of exploitation have changed, and the world has turned into a global society and culture with developing technology.

2.2. Fundamentals of Globalization

An economist named Dani Rodrik said that the gin called globalization is now out of the bottle, and it is not possible to put it back even if it is desired (Karakoç, 2003, p.16). We live in the 21st century, and the winds of change continue to blow around the world. There is no doubt that the most important and most discussed of these winds of change is globalization. This surrounding environment is where national cultures, economies, and borders are on the verge of disappearing, political polarization has disappeared, liberal tendencies have gained strength in almost every field, technology is developing at an incredible pace, and a large part of social life is determined by global processes (Aktan & Şen, 1999, p. 10).

There is no consensus on the definition of globalization yet. While some authors only focus on the economic dimension of globalization, others refer to the political and cultural dimensions of globalization and its economic dimension. For example, Ouattara (1997) considers globalization from an economic point of view and defines globalization as the integration of world economies through trade, financial flows, technology change, and mobility of knowledge and workforce. On the other hand, attentions have been drawn to the political and socio-cultural dimension of globalization and its economic dimension, and deal with the issue from a broader perspective (Aktan & Şen, 1999, pp. 11-12).

Globalization, which is essentially an economic phenomenon, also has political and socio-cultural dimensions. Globalization is a phenomenon that emerges in the course of history. It can be defined as the spread of international trade, increase in

labor and capital movements, end of ideological polarization between countries, and convergence of countries economically, politically and socio-culturally as a result of the rapid technology change (Aktan & Şen, 1999, pp. 11-12). It is not very easy to pinpoint when globalization began. Some show the emergence of globalization as the beginning of the modern age, others as the early- and mid-1900s. Capitalism, which forms the basis of the Western economic system, is an essential tool in the realization of globalization. Between the time after the Industrial Revolution (1760-1830) and the beginning of the World War I (1914-1918), not only capitalism emerged and developed, but also economic relations between countries increased. In this period, with the development of transportation and communication networks, the opportunity to establish physical contact with different parts of the world emerged, and as a natural result, trade between countries increased rapidly (Aktan & Şen, 1999, p. 10).

The opportunities offered by globalization to developed and developing countries are extensively discussed in the literature. These opportunities range from technology transfer to increase productivity and economic prosperity, thus contributing to world peace by getting to know each other better. The dangers of globalization create a new discussion agenda in the literature. Discussions about these dangers are, but not limited to, loss of power of the nation-state and its negative consequences, victimization of unskilled labor force, ruthless competition, deterioration of income distribution, emergence of sub-villages, emergence of macro-economic instability, and financial crises of capital movements that change shape in terms of volume and character. It focuses on different areas such as environmental problems and increase in environmental problems (Aktan&Şen, 1999, p. 13).

2.3. Dimensions of Globalization

Globalization has deeply affected the world, especially in economic, political, and socio-cultural fields. The effects of globalization can be examined as both positive and negative. The positive effects of globalization can be creating new chances to “the increasing markets potential, increasing number of potential clients, and to increase of the investment potential and of resources availability,” whereas the negative effects of globalization can be “increase of competitive intensity and increase of the difficulty in

forecasting the business environment” (Naghi & Para, 2013, p.168). So much so that globalization has made the world economy more integrated by removing the obstacles in front of goods, services, and capital movements between countries, and has brought the countries closer to each other in cultural and institutional aspects by accelerating the information and technology flows.

2.3.1. Economic Dimension

According to the Merriam-Webster dictionary (n.d.), the literal meaning of a famous French phrase, “Laissez-faire,” is “allow to do.” This phrase is actually one part of a longer phrase, “Laissez faire, laissez passer,” which means “Let (things) be and let (things) pass.” This well-known phrase stemmed from a dialogue between a French Minister of Finance during the time of Louis XIV named Jean-Baptiste Colbert and a French businessman named M. Le Gendre that took place at the end of the 17th century regarding the “economic advantages of governments leaving trade alone” (Becchetti et al., 2019; Keynes, 1926; Laissez-faire, 2022). Colbert asked, “Que faut-il faire pour vous aider ?” that means “What should be done to help you?” Le Gendre answered, “Nous laisser faire.” that means “Leave it to us.”

“Laissez faire, laissez passer,” in time, became a motto expressing the gradual increase of goods, services, international capital flows, and technological growth between countries and the economic development that emerges under liberal policies. In fact, “Laissez-faire” is defined as “a doctrine opposing governmental interference in economic affairs beyond the minimum necessary for the maintenance of peace and property rights” or “a philosophy or practice characterized by a usually deliberate abstention from direction or interference especially with individual freedom of choice and action” (Merriam-Webster, n.d.). The number and variety of commercial transactions between countries escalated daily. In other words, cross-border investments by global enterprises, rapid spread of technology, and liberalization of all these brought economic development. The process of economic globalization forces national economies to reorganize with a global perspective (Ulagay, 2001, p. 62).

The process of globalization has brought especially economic interaction and change. Globalization in economic terms is contributed to the increase in trade in

capital, goods, and services. Countries' resource scarcity effectively accelerates the globalization process, and the need for resources increases from one country to another. Among the factors explaining globalization, the first one is faster, more reliable, and cheaper cross-border delivery of goods and services resulting from the abolition of tariffs and quotas. It enables the production cost to be cheaper with the developments in foreign direct investment, outsourcing, and information technology (Aizenman & Jingarak, 2006, p. 2).

Compared to the times after the Second World War (1939-1945) and the establishment of the General Agreement on Tariffs and Trade (GATT) in 1948, “world trade volume” has grown “4,100% from 1950 to 2020,” and “world trade values have ballooned by almost 300 times from 1950” (World Trade Organization, n.d.a).

The aspect that makes economic dimension different from other environmental dimensions is that the economic factors are relatively controllable and limited. This forces managers or business owners to make predictions. Thus, obtaining accurate and up-to-date information is necessary. This type of information examines the effects of the country's economic situation on business. Economic dimension is correlated with market situation and international competition. The economy has four phases. These stages are growth, peak, recession, and the bottom of the depression. Before investing in another country, a business needs to research which of these phases the targeted country's economy is in. Knowing the economic situation of the targeted country is very important to make investment decision and form strategy that is tailored to the country. In today's globalized conditions, the slightest change that occurs in the economy may affect both small and large businesses. Within the scope of globalization, components of economy can be found under the following headings: market size, economic development and growth, income levels, income distribution, personal expenditures, personal investments, population, sector analysis, inflation, balance of payments, exchange rates, tax systems, fiscal and monetary policies, economic planning, competition, labor wages, and unemployment (Mutlu, 1999, p. 380).

A success of business depends on providing goods and services at an affordable price. The factors to be considered in the analysis of the economic structure within the scope of globalization can be listed as structure of national income, inflationary and

deflationary trends, development period of the economy, foreign trade and balance of payments, economic growth and investments, and government's economic policies (Ataman, 2001, p. 34; Dinçer, 1998, p. 180):

- Structure of national income: Total income in the country, annual increase rates in national income, income distribution between social classes, per capita national income.
- Inflationary and deflationary tendencies: Inflation both reduces purchasing power and causes an increase in the price of production inputs, and as a result, it is an essential factor that increases the costs of the product. This situation is always meticulously examined by global businesses.
- Development period of the economy: Economic fluctuations that occur in the world or in the country where the enterprise is located affect the enterprise positively or negatively. In economy, depression can be handled in the following phases: development, renewal, and welfare level. Some units of activity are highly affected by the changes in these phrases.
- Foreign trade and balance of payments: The foreign trade situation in the country and its effect, deficit, or surplus in the balance of payments, customs regulations, export or import incentive policies can play an essential role in business decisions. As a result of globalization, businesses interact with their socio-cultural, technological, legal, and political environments and their interactions with the economic environment of different countries.
- Economic growth and investments: Growth rate of the country's economy, saving rate of national income, tendency of savings to be turned into investments, investment incentives, sum of public and private sector expenditures, growth areas according to development plans.
- Government's economic policies: There are several issues that the business must follow meticulously. The businesses should closely follow essential decisions such as monetary, fiscal, and import-export policies. The benefits and losses of changes and developments for the business include tax types and rates taken from individuals and businesses, protection of money value, devaluation or revaluation, emission volume, use of funds and resources, functions of the central bank should be carefully examined.

According to the global economy, although economic unity has been achieved on a global scale, the world has not politically integrated. Mass production and consumption have occurred with the global economy, capital, labor, and goods have been transported quickly and safely, the global market has been united to a large extent due to the agreements, and the companies have been provided with opportunities to generate profit. Businesses now consider the whole world as an investable and marketable region. At this point, nation-states lose their autonomy by compromising their sovereignty to attract the deterritorialized capital to their lands (Klein, 2002, p. 143; Oksay, 2006, pp. 29-30). Similarly, national markets have turned into international markets with the global economy, and international competition has spread over wider area (Garih, 2013, p. 24).

The economic dimension of globalization can be explained as the internationalization of the capitalist free-market economy, competition, production, and consumer relations. The internationalization of economic relations alone is not sufficient to describe globalization. The main reasons for the internationalization of the economy can be listed as insufficient local production, international price differences, and product differentiation. As a matter of fact, due to these reasons, economic relations have become international, and the economy has become global with the emergence of international trade (Dikkaya & Deniz, 2006, p. 164).

The economic dimension of globalization refers to the intensification and spread of mutual economic interactions on a world scale. Capital and technology flows have led the promotion of trade in goods and services. As markets expanded their prevalence areas globally, new links were formed between national economies. Thus new multinational corporations (MNCs), powerful international economic institutions, and large regional trade systems emerged. Economic globalization manifests itself in two different areas: the globalization of production and financial activities. Globalization means companies can choose to move their production sites and capital from their country of origin to other countries without any geographical border. It also means that it can quickly spread to cross-border areas without any restrictions with the idea of lower risk and higher profit (Göngen, 2013, pp. 122-123).

2.3.2. Political Dimension

Within the scope of globalization, the concept of nation-state became no longer necessary, and the need for the state's powers and responsibilities to be in a more limited framework has emerged compared to the past. In other words, such situation can be described as a redefinition of the duties of the state (Saruhan & Özdemir, 2004, p. 58). Organizational processes that are not suitable for the changes in the legal framework of the countries in which the enterprises are located require a rapid change (Aksoy, n.d.).

The political environment today has a dynamic structure. Government's political tendencies and legal regulations can frequently change at the international, national, and local levels. The political and economic cooperation of countries among themselves has a significant impact on the life of businesses. In particular, relations in terms of foreign trade, foreign investments, financial support and assistance to other countries, labor supply or demand are growing depending on political tendencies. Politicians can direct the economy or businesses by making international agreements, taking protective measures, and pursuing policies (Dinçer, 1998, p. 181).

On the other hand, the state and local governments have increasingly intervened in businesses or the economy. Legal arrangements are made on many issues such as minimum wages, price controls, determination of establishment locations, organized industrial zones, incentive policies, job security, employment conditions, environmental protection, and health. These government regulations affect the strategic choices of firms and reveal risks and opportunities for the enterprises. For example, state or local administrations may be the main customers of the goods and services of the companies. Governments can be supportive of the survival of some businesses or industries. A few examples of these supports can be offering tax breaks, covering educational expenses, buying shares of companies that went bankrupt, or redeeming them by providing loans with low interest. The state can protect domestic business producers against foreign production and goods. For this purpose, the state can take measures such as customs quotas, import restrictions, customs duty, and anti-dumping. Again, the government can offer new opportunities to businesses by removing monopolies in a field of activity or amending a law that restricts business.

Contrary to all these, the state may face some difficult situations by investing in certain areas, nationalizing some of its activities, encouraging imports, and cutting off some aid. It is understood that businesses try to realize their goals and even turn these decisions into opportunities in line with their interests by taking into account the decisions and preferences of the government (Dinçer, 1998, p. 181).

Unlike economic and political systems of countries, legal systems may show different practices or changes (Ataman, 2001, p. 34). Major formations that emerged in the social, cultural, and political fields in the process of globalization have revealed the need for businesses to act in accordance with these changes. In order for businesses to adapt to the rapidly changing and developing world conditions, they need to review their management styles and develop new strategies that will bring competitive advantage and increase efficiency and productivity (Bakan & Kelleroğlu, 2002, p. 473).

Globalization is one dimension of a multi-dimensional transformation process. It does not seem possible to predict how a process that is still on going will end. Here are a few basic features of Ulagay's views (2001, pp.62-63):

- Our world is going through a comprehensive process of change and transformation, which is not yet known.
- In this process, which is driven as the driving force of globalization, the distinction between countries' "internal affairs" and "foreign affairs" or international relations becomes increasingly unclear.
- However, the fact that a single global system is forming, which has expanded its sphere of influence in an unprecedented way in history, does not mean that a single global society is being formed. While the ongoing process integrates some countries, societies, and communities with the global order, it also marginalizes others.
- Globalization is redefining the power, functions, and powers of national states and governments. There is a redistribution of sovereignty among international, national, and local organizations. In other words, a new sovereignty regime is emerging.

- The importance of institutions, supranational companies, international social organizations, and regulatory institutions that are not dependent on national borders in the new world order makes the system not solely state-oriented.
- Nevertheless, the importance of the nation-state has not diminished. In the complex process, the duties of the nation-state have become even more challenging to determine the national strategy and adapt to the global order.

Anthony Giddens (2002), who self-criticizes another aspect of the political dimensions of globalization, stated that he himself is not a radical globalist, but a sociologist who was instrumental in the rise of the 58th British Prime Minister Sir Anthony Charles Lynton Blair who is usually known as Tony Blair with the “Third Way” views. Giddens believes that mere market conditions can lead to global destruction and disillusionment unless balanced with social policies and this discourse must begin to be expressed by world leaders (Saruhan & Özdemir, 2004, p. 59).

Another political effect of globalization can be given as an example of the increase in the effectiveness of non-governmental organizations, the fact that global governments gain more power, and the effects of local governments alone decrease. Today, national states are not the only political focus, but many focal points, large and small, shape world politics (Held & McGrew, 2007, pp. 54-55). Global politics is shaped due to the mutual interaction of the nation-state, supra-state institutions, local governments, and non-governmental organizations. In this process, the nation-state operates as a basic unit, and its areas of authority and action are restricted. On the other hand, the jurisdiction of supra-state institutions is expanding. In order to express this new structure, the term “global governance” is also used in the literature. Political globalization can be also defined as a term that includes the change of authority, political power, and structural transformations in management styles in today's world. Today, global politics accepts its sphere of influence as the whole world, and this understanding seems to be growing (Bayar, 2008, p. 28).

2.3.3. Socio-Cultural Dimension

Globalization can be defined from a socio-cultural perspective, because issues such as freedom, democracy, human rights, and drugs are in the interest of all countries

in the world. Socio-cultural globalization refers to societies giving up their cultural formations. In other words, it means the integration of societies all over the world around a particular common culture (Saruhan & Özdemir, 2004, p. 59).

Today, the importance of the philosophy of "Think globally, act locally" in international business has been well understood. Local differences often become a source of problems for businesses, even in national business, while international cultural differences can inevitably lead to disagreements and conflicts. Recognizing the social and cultural characteristics of the business environment and even acting in harmony with those who work in international businesses will bring many advantages to the business. It is natural to have disagreements and differences of opinion from time to time between bodies with different socio-cultural characteristics within the same organization. Therefore, socio-cultural harmony gains tremendous importance in every field (Mutlu, 1999, pp. 270-271).

Globalization, which is caused by the rapid change in the world, is accelerating by feeding itself. It covers the world, countries, organizations, products, and services. Competition, which is the inevitable result of globalization, is gradually starting to take its place in every organization's agenda. Therefore, business life also gets its share from the effects of this change in the world (Gürün, 2001, pp. 150-152).

The disappearance of economic and social borders cause the world become a single market. Such significant changes eventually lead to changes in the role of managers. It has become a necessity for managers to manage according to different cultures. Concepts such as human rights and social justice are now accepted as indispensable gains by large segments of society (Ataman, 2001, pp. 33-35). A business that wants to be successful in a competitive environment has to know the characteristics of its customers, such as religion, language, and race very well (Ertürk, 2000, p. 110).

2.4. Globalization Actors

Since globalization is a long process, international organizations have impacted globalization. International or supranational institutions such as the United Nations

(UN), the International Monetary Fund (IMF), the World Bank (WB), the World Trade Organization (WTO), and multinational companies (MNCs) have been playing essential roles in the globalization process.

2.4.1. United Nations System (UN System) and United Nations (UN)

By the end of the Second World War, many countries were devastated during the War. Delegates from 51 countries gathered at the United Nations Conference in San Francisco, California in America from April 25 to June 26, 1945, and created the United Nations (UN) to prevent another war (United Nations, n.d.b). As the number of the UN member countries increased from 51 in 1945 to 193 in 2022, the number of the UN-coordinated works increased as well to fulfill the UN's goals, one of which is to make a more sustainable world (United Nations, n.d.a, n.d.d). In order to realize the more sustainable world, vast operations supervised by various organizations were needed to focus on its areas of expertise. Over time, the United Nations System (UN System) is used as an umbrella term to cover all of the UN-related programs and organizations, including the UN itself. The WB, the IMF, and the WTO are also part of the UN System. That is, the WB and the IMF are categorized as the UN specialized agencies and the WTO is categorized as a related organization (United Nations, n.d.e).

South Korea was admitted as a Member of the UN on September 17, 1991, Türkiye was admitted on October 24, 1945 (United Nations, n.d.c).

2.4.2. International Monetary Fund (IMF)

On July 1, 1944, just 1 year before the end of the Second World War, representatives from 44 Allied countries gathered in the Mount Washington Hotel in Bretton Woods, New Hampshire in America to agree on a new economic order and to discuss how to trade more effectively, so that countries destroyed by the War could recover and encourage global growth (International Monetary Fund, n.d.c; World Bank. n.d.b). During this post-war time, trusting the currency of other countries that were as equally devastated as themselves by the War as a payment method for trade was uneasy. Thus gold appeared to be the only trustworthy currency at the time.

However, trading with gold did not seem the best option as well, because countries had limited amount of gold after spending much of it to purchase war materials. Therefore, they were no longer able to maintain the gold standard system that was widely used during the late 19th century (World Gold Council, n.d.; Shin, 2020). Then, America proposed to exchange 1 ounce of gold to 35 dollars (i.e. 1 ounce is equal to 28.34952 grams). In those days, America owned more than 70% of gold available in the world, because America was able to purchase gold from many countries with the profits generated by providing war supplies during the First World War (1914-1918) and the Second World War (1939-1945) (Shin, 2020).

As one result of this conference, later to be known as the Bretton Woods Conference but was formally named as the United Nations Monetary and Financial Conference, the representatives agreed to set up the Bretton Woods system of the fixed exchange rate to be supervised by a new international organization called the International Monetary Fund (IMF) (International Monetary Fund, n.d.c). One of the IMF's purposes is "the promotion of 'international monetary cooperation through a permanent institution which provides the machinery for consultation and collaboration on international monetary problems'" (International Monetary Fund, n.d.a). Although the IMF was created in July 1944, it entered into force in December 1945 and began operation in March 1947 (International Monetary Fund, n.d.b, n.b.c). In other word, the Bretton Woods Conference became a place to begin the gold exchange standard system and to end the gold standard.

Unfortunately, the Bretton Woods system collapsed in 1971 after the 37th American President Richard Milhous Nixon announced that the American government would no longer exchange 1 ounce of gold to 35 dollars due to the America's longer-than-expected participation in the Vietnam War (1955-1975). Since there was no longer fixed exchange rate between gold and dollar, the period of a floating exchange rate and inflation arrived. Then the First Oil Crisis (1973-1974) and the Second Oil Crisis (1979-1981) caused significant imbalances in international trade (Shin, 2020).

In order to compensate for the imbalance, national states had to borrow money from the IMF to cover the deficits in their domestic markets. Especially during this time and on, the IMF remains to fulfill its three missions – "furthering international

monetary cooperation, encouraging the expansion of trade and economic growth, and discouraging policies that would harm prosperity” (International Monetary Fund, n.d.d).

South Korea joined the IMF on August 26, 1955, and Türkiye joined on March 11, 1947 (International Monetary Fund, n.d.b).

2.4.3. World Bank Group (WBG) and World Bank (WB)

The IMF was not the only meaningful fruit at the Breton Woods Conference. The International Bank for Reconstruction and Development (IBRD) was also founded by the end of the Conference to assist countries recover after the Second World War (World Bank, n.d.c). Then, with time, the IBRD moved its focus to “lend to governments of middle-income and creditworthy low-income countries” (World Bank, n.d.a, n.d.c, n.d.d). Soon, the IBRD has expanded to a group that has five institutions, which are closely related to serve two missions – “to end extreme poverty and to promote shared prosperity” (World Bank, n.d.c, n.d.f). This group is called as the World Bank Group (WBG). Later on, the International Development Association (IDA) was established in 1960 to diminish poverty by providing either zero or low interest loans to the world’s poorest countries (International Development Association, n.d.). The IBRD and the IDA together form the World Bank (WB).

As the third institution of the WBG, the International Finance Corporation (IFC) was established in 1956 to aid developing countries accomplish sustainable growth, and “focused exclusively on the private sector” (International Finance Corporation, n.d.; World Bank, n.d.a.). The fourth institution of the WBG, which is the International Centre for Settlement of Investment Disputes (ICSID), was established in 1966 to mediate international investment disputes (International Centre for Settlement of Investment Disputes, n.d.). Lastly, the fifth and newest institution of the WBG, which is the Multilateral Investment Guarantee Agency (MIGA), was established in 1988 to endorse foreign direct investment and “offers political risk insurance” (Multilateral Investment Guarantee Agency, n.d.; World Bank, n.d.a.). Among these institutions of the WBG, the ICSID and the MIGA are not counted as the UN specialized agencies “in accordance with Articles 57 and 63 of the UN Charter” (United Nations, n.d.e).

A country that seeks a membership of the WB must first join the IMF “under the IBRD Articles of Agreement. Membership in the IDA, the IFC and the MIGA are conditional on membership in IBRD” (World Bank, n.d.e). South Korea and Türkiye joined all of the WBG institutions. As for South Korea, it became a member of the IBRD on August 26, 1955, the ICSID on March 23, 1967, the IDA on May 18, 1961, the IFC on March 16, 1964, and the MIGA on April 12, 1988. As for Türkiye, it became a member of the IBRD on March 11, 1947, the ICSID on April 2, 1989, the IDA on December 22, 1960, the IFC on December 19, 1956, and the MIGA on June 3, 1988.

2.4.4. World Trade Organization (WTO)

Although the IBRD and the IMF were established at the Bretton Woods Conference to benefit from international economic cooperation, another new organization was still needed to encourage international trade and to work complementary with both the IBRD and the IMF. It is because countries started to work on increasing customs tariffs to protect their own economies after the World Wars and the Great Depression. Such protectionist measures, in turn, became one of the obstacles that block smooth international trade. Thus, a consensus was gathered by 15 countries in December 1945 as the first Multilateral Trade Negotiations, usually known as the Geneva Round, to create an International Trade Organization (ITO) (World Trade Organization, n.d.f).

At the conclusion of the Geneva Round, 23 countries signed the General Agreement on Tariffs and Trade (GATT) on October 30, 1947. Then an International Conference on Trade and Employment was called by the Economic and Social Council of the UN to promote the expansion of the production, exchange and consumption of goods between November 21, 1947 and March 24, 1948 in Havana, Republic of Cuba to come up with the Havana Charter, which was to cover one of the chapters of the ITO if it came into existence (World Trade Organization, n.d.b). Meanwhile, the GATT “entered into force on a provisional basis” on January 1, 1948 (McRae, n.d.).

On March 24, 1948, the Havana Charter, which was an agreement establishing the ITO, was signed by 53 countries. However, it was not ratified in some countries’

legislative, because the idea that one organization would regulate international trade was not easily accepted and some countries assumed that their internal affairs and economic policies could be interfered by such organization. Since the Havana Charter was pending its “entry into force, a mechanism was needed to implement and protect the tariff concessions negotiated in 1947. To do so, it was decided to take the Chapter on Commercial Policy of the Havana Charter and convert it, with certain additions, into the GATT. To bring the GATT into force quickly, a Protocol of Provisional Application was developed” (World Trade Organization, n.d.f). Thus, the GATT as an unofficial, de facto international organization was born in 1948. Meanwhile, the American government officially announced in 1950 that it would no longer promote the ratification of the Havana Charter. Therefore, the ITO was never established, causing the GATT, specifically known as the GATT 1947, to be remained as a provisional agreement from 1948 to 1994.

During the GATT years, the eighth Multilateral Trade Negotiations, usually known as the Uruguay Round, took place between 1986 and 1994. At the conclusion of the Uruguay Round, the Marrakesh Agreement, which was an agreement establishing the World Trade Organization (WTO), was signed on April 15, 1994 in Marrakesh, the Kingdom of Morocco and the WTO was entered into force on January 1, 1995, as a successor of the GATT (International Trade Administration, n.d.). The creation of the WTO also meant the end of the GATT 1947 and the beginning of the GATT 1994.

The GATT and the WTO may look similar on the surface level. However, there are many differences (Korean Ministry of Trade, Industry and Energy, n.d.). In terms of organizational characteristics, the GATT is provisional and the WTO is permanent. In terms of organizational legal binding, the GATT had little sanction power due to its provisional nature, but the WTO has more than the GATT. Ministerial conferences were held unregularly during the GATT years, whereas the WTO holds ministerial conferences once in two years on regular basis (World Trade Organization, n.d.e). Most importantly, “the GATT had mainly dealt with trade in goods, while the WTO covers trade in goods and services, and in traded inventions, creations, and designs (intellectual property)” (World Trade Organization, n.d.g).

The WTO basically has three functions for the aim of encouraging and increasing obstacle-free world trade. First, it provides a place to negotiate trade-related issues. Since 2001, the WTO has been hosting a newest negotiation usually known as the Doha Development Agenda. Second, the WTO comes up with a set of “transparent and predictable” rules negotiated and signed by its member countries. Third, the WTO helps to settle disputes that are rooted from conflicting interests in trade relations (World Trade Organization, n.d.g).

South Korea joined the GATT on April 14, 1967, and the WTO on January 1, 1995 (World Trade Organization, n.d.c). Türkiye joined the GATT on October 17, 1951, and the WTO on March 26, 1995 (World Trade Organization, n.d.d.).

2.4.5. Multinational Corporations

Multinational corporations (MNCs) are economically interconnected and legally independent from each other, managed under a single-center, and operating in two or more countries (Aydın, 1997, p. 5). The historical development of MNCs goes back a long way. Although there are not enough studies and data in the literature, MNCs seem to have emerged in the world economy around the 1850s. Firstly, MNCs are companies established by states aiming to maintain the natural resources and agricultural products of other countries between 1500 and 1800, covering the periods of Mercantilist capitalism and Colonialism (Hirst & Thompson, 1995, pp. 419-420).

Between 1800 and 1875, MNCs developed necessary infrastructure and grew by acquiring other existing companies. Trade generally continued as a single production and distribution until the mid-19th century. As the distribution takes place with a single product, it is affected by the other country's customs, incentives, and laws. Business owners are individuals or partners. Thanks to innovations in technology, small and medium-sized enterprises (SMEs) and family businesses have been transformed into companies that are multi-functional, multi-unit, and managed by multi-professional managers. With the newly emerging technology, the distribution gained speed and spreaded rapidly. With the modern industrial revolution towards the end of the 19th century, modern production was started with the development of technology such as railways, steam engines, telephone, and the internet. Hierarchy management was

chosen as the management method. Hierarchy management style, on the other hand, meant that manufacturing companies would reach even larger size (Hirst & Thompson, 1995, pp. 419-420).

Integrated industrial firms emerged in Europe, America, and later Japan in the 1880s. They have grown by investing in forwarding linkages, marketing, distribution networks, and personnel as they are concentrated in industries of the same sector, and buying and controlling raw materials and semi-finished products in retrospect, and then investing, albeit rarely, in research and development (R&D). Most of these multifunctional organizations have invested in innovations and personnel that will improve marketing first and then production by investing directly abroad. These companies can be defined as MNCs. Its international business activities really diversified and grew strongly in the 1920s. These integrated MNCs matured but stagnated in the 1930s - a period of depression and economic depression. In the 1940s, MNCs were negatively affected by the Second World War. After the 1950s, MNCs fluctuated again and began to expand (Hirst & Thompson, 1995, pp. 419-420).

MNCs became increasingly important in national markets after the First World War and the Great Depression. They have grown in number and size. Having the largest number of MNCs in the world, America quadrupled its investments and invested mostly in the European region between 1957-1967. European companies, on the other hand, had to take action against this investment. European companies have turned their American ventures into direct investments with their policies. In economic exchange, businesses had to change their structures appropriately in the direction of global structure in return for the change of trade as a direct investment in foreign countries. MNCs can accelerate the increase in production and development in the economy by operating in more than one country at the same time, increasing the average efficiency in the economy, employing workers and managers of various nationalities, and providing technology transfer in the country they operate in (Seyidoğlu, 1999, p. 679).

The main factors affecting the multinationalization of companies can be listed as the repulsiveness of the conditions in the home country of the MNCs and the attractiveness of the countries in which MNCs invest. The main thrust of the MNCs to

expand from their own country is the inadequacy in its domestic market. That is, the inadequacy of the domestic market caused the demand to be met, and this caused a decrease in the production capacity. Other driving forces are the concern of protecting the market, the international nature of the goods produced, the shortage of employees and the increase in labor costs, the disadvantage of their country in terms of cost-increasing factors such as product cost and taxes. Thus, it turns to other countries to provide low-cost production and raw materials. Again, the biggest reason for the attractiveness of the country in which MNCs invest is that it has a large market as a targeted region. Other attractive reasons are as follows: industrialization policy towards import substitution on a large scale, the ease of raw materials at lower costs, the application of low customs tariffs in imports, the low labor force, the tax exemption and tax reduction practices, the absence of environmental protection costs, and the free industrial zones. MNCs provide growth in the economy of that country by increasing the employment level both in their home country and in the countries they invest (Hirst & Thompson, 1995, p. 422).

These MNCs establish factories and production facilities on the basis of direct investment in order to carry out the labor-intensive stages of their production in the underdeveloped countries, which are called as the periphery countries. Because while labor is abundant and cheap in underdeveloped countries, environmental standards sacrificed to capital attraction policies are at a level that will reduce their costs. In addition to these views that support the activities of MNCs, as a result of the fact that these companies are often in a monopolistic or oligopolistic economic situation in the markets of their countries of origin, they increase prices, wages and profits as much as they can, while dividing the markets by agreeing with other companies and preventing new companies from entering the market (Seyidoğlu, 1999, pp. 679-683).

2.5. Relationship between Globalization and Marketing Strategies

The term global marketing has started to become a controversial phenomenon in marketing with the article named *the Globalization of Markets* written by an economist named Theodore Levitt in 1983. According to Levitt, the world is turning into a market

full of people who want the same products and similar lifestyles, and in this new world that has emerged, the similarities are much more than the differences. Within this scope, national and cultural differences should be ignored, the world should be perceived as a single market, and the products and marketing should be in this direction. Therefore, this approach should focus on the shared values and desires that unite everyone in this world (Saydan & Kanbir, 2007, p. 77).

With the development of globalization, companies have worked to develop their global strategies to ensure competition in foreign markets. Firms had to keep up with the world by making various changes in their strategies to gain a competitive advantage in foreign markets (Ürgün & Duru, 2012, p. 59).

In the post-1990 period, many companies have moved their production sites to countries where labor is relatively cheap. Thus, these companies have cooperated with other companies in the countries they make an entry by making direct investment or establishing new businesses. In this way, they produced much cheaper products. These companies moved their production sites to another country if the wages increased due to unionization, exchange rate difference, or other reasons in the country they have been operating (Ertuna, 2006, p. 44).

As a result of the developments in marketing, it has become necessary for financial institutions to reorganize their marketing strategies, customer portfolio distribution, service areas, and distribution channels. The strategies of financial institutions in these changing processes vary from presenting products in each market to gaining a specific market share. Global banks evaluate the world as a single market and develop their marketing strategies continuously, assuming that they will prefer to meet the needs of their customers with a single intermediary (Türkiye Cumhuriyeti Strateji ve Bütçe Başkanlığı, 2000, p. 42).

In order to adapt to changing market conditions, companies have developed three primary strategies. The first strategy is the preservation of profits, thanks to the cost reductions to be achieved by the intensification of investments in new technologies and business areas. The second strategy is the relocation of production to reduce costs. Lastly, product diversification is aimed at providing flexibility in production by

reorganizing the production to adapt to the manufacturers' demand changes and meet the demand (Demir, 2001, p. 88).

Differences in consumer habits and needs rooted from cultural differences among consumers in global markets also closely affect global marketing strategies. The biggest reason why consumer behavior differs is the effect of culture. Just as the effect of that country's culture on the product produced in a country, the effect of the culture on the product consumed is noticeable. Companies competing in the global market need to know their target consumers' beliefs, culture, and values in the countries they operate in to gain a competitive advantage by increasing their market shares. It is crucial to observe the changes in the factors that affect similar consumer behaviors (Saydan & Kanibir, 2007, p. 82).

Businesses generally use two different methods in the global market. The first method is to determine the demands of the target country, to choose the product or service suitable for the needs of that market, and to adapt the products or services to the market. The second method is to offer the products or services that the company has already produced and marketed directly to the market. The literature states that with the rapid changes in communication technologies by gaining a global dimension, the differences in culture and value judgments decrease over time, and shared values and expectations are integrated throughout the world. As a result, the products and services offered to the market can be evaluated partially or within specific standards. However, cultural differences, customs and traditions, and lifestyle differences in the global market can strain companies. In this case, global companies will strive to adapt their products to the market they enter (Saydan & Kanibir, 2007, pp. 82-83).

Representative offices of companies located in different countries in the global market are affiliated to or under the control of a single headquarter. These headquarters of the enterprises should carry out their production activities from a single headquarter to achieve economies of scale by searching for standard products for the markets they want to operate in around the world. For companies that implement a global marketing strategy, the world is a single market. Global companies act by applying the same marketing strategies and offering the same products and services worldwide. By developing global strategies, companies operating in the global area will have an

advantage in reducing costs and increasing control and planning. However, the purchasing behavior of the target consumers should be analyzed by taking into account the differences that vary depending on the market structure and environmental factors. Otherwise, it is complicated for the global marketing strategy to succeed (Ürgün & Duru, 2012, p. 59). As a result of the rapid globalization, companies remain somewhere between local and global in order to be successful both in their own countries and other countries, and to be sustainable in global competition.

2.6. Global Marketing

Marketing is comprised of concentrating customers' demands, analyzing best way to meet those demands, adjusting firms' direction toward the way of meeting the demands, and realizing organizational goals (Doole & Lowe, 2008, p. 5). Definitions of marketing vary according to who defines it. The Chartered Institute of Marketing (2015) defines marketing as "the management process responsible for identifying, anticipating and satisfying customer requirements profitably," whereas the American Marketing Association (2017) defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Global marketing seems to be a simple execution of these efforts in an international environment, but it is not that simple (Onkvisit & Shaw, 2004, p. 5).

According to Cateora et al. (2020), international marketing is the execution of business activities that manage the flow of goods and services of a firm towards consumers or users in more than one country. Keegan (2004) distinguishes between local and global marketing and states that the difference between these two is entirely due to differences in national environmental factors, organizational structure, and strategies of the company in different markets. For Kahler and Kramer (1983), international marketing is broader and includes exporting or marketing activities in more than one country without crossing national borders. This definition led to the understanding of the key role of the firm in international marketing.

International marketing should not be seen as a simple extension of national marketing. Businesses entering international markets face new and different problems

from the ones they previously encountered in the national market. Natural conditions, lifestyle and consumption style, marketing institutions, legal restrictions, consumer behavior, are different in each country. In this case, each country is a unique market in terms of marketing. Thus, every international market, economic environment, political-legal environment, technological environment, and cultural environment should be analyzed carefully, and marketing initiatives should be made accordingly. Whatever a marketing manager does to know the market of his/her own country, the manager should put up with similar efforts to know the markets of other countries (Gegez et al., 2003, p. 19).

The marketing activities of enterprises targeting domestic market and the marketing activities of enterprises targeting international market are basically the same. What differentiates these is the environment in which they work. This 'environment' usually generates the uncontrollable marketing factors known as the SLEPT – Social, Legal, Economic, Political, and Technological factors (Doole & Lowe, 2008, p. 5). The customer group of the business that appeals to the international market is in countries other than its own country. Therefore, the product or service it markets must cross at least one interstate border. Crossing the border means encountering different currencies, customs regulations, laws, banking systems, languages and cultures, economic and political systems. The variables beyond the control faced by businesses engaged in international marketing activities are numerous and complex. This increases both the difficulty and benefit of international marketing (Hill, 1999, p. 491).

2.7. Global Marketing Approaches

Global marketing, which is the last stage reached with the globalization process and the developments experienced, is the marketing approach adapted by many global brands in the country or countries where they operate. The developments in the world of technology have been influential in developing the globalization process. This has contributed to the communication and interaction of people with each other, being aware of innovations and reaching innovations, and has been influential in changing and shaping their wishes. In this changing process, businesses have also taken their

place in the international arena and have implemented global marketing activities to reach the consumer in the foreign region in the right way. When the whole world is in confusion, the secret of being able to sell a commercial product beyond all political borders successfully lie in the global marketing approach. The global marketing approach is the worldwide application of basic marketing principles.

Despite the differences, it is stated that the marketing approach is based on the belief that the similarities between people are more than the differences (Otay, 2001, p. 100). According to Levitt (1983, as cited in Arslan, 2016, p.64), who introduced the concept of global marketing, the world is turning into a market where people's tastes and preferences bear similarities rather than differences. Within the framework of this approach, all countries of the world should be perceived as a single market, and products and services should be produced and marketed worldwide, regardless of country or individual differences. During the globalization process, MNCs distributed remarkable global branded goods and created a globalized consumption ethic. The ethic slowly but surely made consumers lose their differences that originate from different nationalities. In terms of marketing, it can be rephrased that due to the formation of a globalized consumption ethic, MNCs did not have to come up with different marketing strategies to fit consumers' differences. Rather, MNCs could have focused their marketing strategies on consumers' similarities (Solomon, 1998, p.37). Koçoğlu and Aydoğdu (2017, p.221) defined global marketing as a management strategy that aims to reduce the relatively high cost of implementing different marketing programs in different countries.

On the other hand, contrary to Levitt's (1983) view that similarities should be emphasized because there are consumers with similar preferences in every country or market, marketing cannot be applied in the same way to people with different social, legal, economic, political, and technological understandings in different countries. For this reason, different marketing techniques should be applied in each country (Kotler, 2007, p. 14).

Whether marketing decisions cross national borders or not, marketing approaches are called as either domestic marketing or international marketing. Domestic marketing is about marketing activities taken within firm's home country.

In other words, domestic marketing concerns “a series of controllable variables such as price, advertising, distribution and the product/service attributes in a largely uncontrollable external environment that is made up of different economic structures, competitors, cultural values and legal infrastructure within specific political or geographic country boundaries,” whereas international marketing involves two or more sets of both controllable and uncontrollable variables rooted from various country markets that are highly likely to all differ (Doole & Lowe, 2008, p. 6).

Depending on the definition and the firms’ level of involvement in foreign markets, international marketing can be further splited into three as export marketing, international marketing, and global marketing (Doole & Lowe, 2008, p. 6). Export marketing means that firms carry out marketing activities for their goods/services “across national/political boundaries” when they face the following situations: “1) products in the maturity stages of their domestic life cycle may find new growth opportunities overseas, 2) it is less risky and more profitable to expand by exporting current products instead of developing new products, and 3) firms who face seasonal domestic demand may choose to sell their products to foreign markets when those products are “in season” there” (Mariadoss, n.d.). International marketing means that while a firm’s marketing activities are carried out in foreign countries, some sort of control on the marketing activities is made from home country of the firm. Global marketing means that firms focus on achieving global competitive advantage by using global marketing opportunities and gathering global resources such as “different exchange rates, tax rates, labor rates, skill levels, and market opportunities” (Doole & Lowe, 2008, p. 6; Mariadoss, n.d.).

Global marketing strategies are based on global similarity, standardization, and coordination in the practices of Kartal and Ay (2004, p.13), which have the highest level of internationality, have a global market perspective instead of a foreign market, and have a business structure, organizational structure, and personnel system. These are the strategies implemented by global businesses, which Kartal and Ay define as leading businesses, to be successful in the vast geography in which they operate.

Şahin and Kalyoncuoğlu (2014, p. 88) stated that businesses require a global marketing strategy that will respond to their needs to carry out their activities in a wide

variety of different markets. Global marketing strategy is an action plan that guides the business. To initiate the global marketing strategy, the followings should be done:

- Market segmentation: Segmentation of customers that make up the market according to relatively similar ones
- Target market selection: Determining the target market or markets to be entered from within the created sections
- Positioning: Studies are carried out to create a different place in the minds of the targeted customer group according to the products in competition. Today, businesses target homogeneous global customers and global market segments in the national markets they address and position themselves similarly in the minds of their target audience around the world. In the second step of the global marketing strategy, the standardization and adaptation degrees of the elements in the international marketing mix program are determined.

To implement the global marketing strategy, there must be a contemporary company culture and a solid marketing understanding (Otay, 2001, p.102). Circulating the factors of production in international markets, seeing the opportunities promised by different markets, and taking advantage of them depends on the presence of solid management knowledge and skills.

2.8. Global Marketing and the Marketing Mix

Described as the marketing mix, the “4 Ps” consists of product, promotion, price, and distribution (place). Before examining the changes created by global marketing activities in the marketing mix, it would be helpful to go over the marketing mix in general.

2.8.1. Product

Since it forms the basis of all business marketing activities, the preparation of marketing programs begins with the product planning. A product can be a physical asset as well as a service. While guiding the policy and strategy of the product, a marketing manager should research the features that can be effective on the consumers and decide in which way, in what quantity and quality the products should be produced (Mucuk, 2009, p. 127).

The most crucial factor that should not be forgotten for global marketing is culture. Lifestyles and preferences can vary from culture to culture. Thus, cultural (or traditional) codes need to be reflected in global companies' products. When Burger King made its entry into the Turkish market, it entered not only with its global, standard product named *Whopper*, but also with its local-friendly product named *Pastırmalı Whopper* (i.e. Pastırma is beef that is seasoned and dried). Introducing such a local-friendly product shows that some adaptations have been made by Burger King (Erem et al., 2000, p. 34; Gastronomi Dergisi, 2021).

In addition, the ease of access to products such as fruits, vegetables, and grains and the fact that the food sector is riskier compared to sectors such as textiles and electronics pose an obstacle to the globalization process of food companies.

Companies that aim to increase their market share and increase their sales by gaining consumers' trust prefer to glocalize their products and processes in foreign markets (Kumar & Goel, 2007).

In determining product strategies, differences between countries reveal the importance of information for companies operating in international markets. In Aykol and Tanyeri's (2011) study, information about laws and consumers in product decisions is emphasized. In the research conducted among the companies exporting dried figs, the meaning of the brands in the languages of the countries and the legal regulations regarding the use of foreign brands, consumer expectations and legal obligations in packaging design were examined. In labeling, factors such as the equivalent of the product name in each country have taken the first place in the level of importance. Packaging is a complementary element that ensures the protection of the product until consumption and includes the promotional function. Today, environmentally-friendly or eco-friendly packaging that takes recycling into account is gaining importance. It is seen that some countries have regulations in this regard. For example, the Federal Republic of Germany complies with the Green Dot (i.e. a license symbol used on packaging in many European countries to represent that a fee is already paid for the recycling of the packaging) in packaging (Green Dot, 2002). Coke, in particular, is one of the products that shows packaging strategies vary according to countries and regions. An example of this is Coca-Cola's packaging suitable for the large refrigerators of North America (Keegan & Green, 2005, p. 344).

2.8.2. Promotion

It is not enough for companies to develop products suitable for consumer demands and needs and present them to the consumer at an affordable price and distribution. An optimum promotion mix that will help the product be sold must be created. The promotion mix in international markets consists of five communication tools: advertising, sales promotion, personal selling, public relations, and advertisements. While using all of these tools in some countries is necessary, using only one of them may be enough to increase sales (Akat, 2009, pp. 165-166).

While creating the promotional mix, factors such as appropriate budget, marketing message, quality of the product or service, market share and location, what stage the product is at in its life cycle, distribution opportunities, and competition should be considered (Rowley, 1998, p. 386).

While globalization creates similar markets, it also emphasizes cultural differences and presents them to the whole world's attention through electronic media. However, according to one approach, marketing managers should consider individuals as units, not countries, in their adaptation policies in global markets, due to the increasing need to express their individuality and purchasing behavior of consumers with different ideas and wishes (Ural, 2008, pp. 258-259).

On the one hand, global companies combine with industries such as cinema and music while conducting advertising campaigns. On the other hand, they carry out public relations activities that will promote their brands. For example, McDonald's children's foundation organized various activities for pediatric patients in various hospitals in Türkiye, and Pizza Hut continued its activities to support students' social activities in many universities (Taylan, 2008, p. 93). Research indicates that global companies' activities for the benefit of society will positively affect consumers' purchasing preferences and perceived brand value (Alnıaçık et al., 2012, p. 83).

Wal-Mart, another world-famous brand, understood that profitable business in the People's Republic of China (hereinafter China) is based on adaptation rather than location and has adapted its marketing mix by taking into account the purchasing behavior of consumers in China. Wal-Mart has produced small shopping bags, taking into account the desire of the Chinese to consume fresh food and, therefore, the daily shopping habits of the Chinese, unlike the Americans who shop every two weeks. It has also contributed to the Chinese economy by bringing China permanent and innovative sales solutions. It has openly displayed these products in aquariums in the store, especially for Chinese consumers who want to choose live fish and seafood themselves (Matusitz & Leanza, 2009, pp. 192-194).

2.8.3. Price

The price is the value one pays for the products one wants to buy, formed by the meeting of supply and demand in the market. As can be understood from the definition, the concepts of value and price are related to each other and increase and decrease in direct proportion. While determining the price, all marketing mix elements should be taken into account, and price strategies suitable for the target audience should be developed.

Many factors such as the quality and cost of the product, the price strategies of competitors, market conditions, and profit are influential in determining the price. Since the price is affected by internal and external factors such as a retailer, wholesaler, and consumer, it requires a healthy and stable decision. For this purpose, the marketer should estimate the value that the consumer can put on the product and provide a balance between this value and pricing targets (Kozlu, 2007, pp. 114-115).

When making pricing decisions, firms act by their general marketing strategies. While doing so, firms apply different price strategies for different international markets that came from analyzing each targeted market. Such analysis is a result of examining the following six steps: “selecting the price objective, determining demand, estimating costs, analyzing competitors’ costs, prices and offers, selecting a price method, and selecting final price” (Vrontis & Vignali, 1999, as cited in Naghi & Para, 2013, p. 171). Also, when firms enter international markets, they usually keep its price low at the beginning to prevent its competitors and increase its market share.

It can be said that companies that address segmented markets are more substantial, especially in the pricing area, as they focus on specific customer needs. Sometimes, it is seen that a small market-oriented firm that organizes its resources according to the wishes of its customers has a more competitive advantage compared to large firms that only create a low-price indexed strategy (Pelham, 1997, p. 291).

2.8.4. Distribution (Place)

In today's marketing conditions, where globalization and competition are getting stronger, the way companies present their products is as important as their products. Distribution, which is one of the marketing mix components and can be also called as place, is the process of delivering a product from the producer to the consumer (Hill, 1999, p. 493).

The role of distribution channels is excellent in delivering the products to the consumers at the desired place and time. The current market potential, customer characteristics, and competitive structure should be well researched in determining the distribution channel. For this purpose, recently, the geographical marketing technique, which plans the market-oriented activities of companies such as distribution with the help of geographical information systems, has been used (Gürder, 2011, p. 53).

There are two alternatives in selecting the distribution channel: direct distribution and indirect distribution. Direct distribution means that the producer delivers the product he/she produces directly to the consumer without using any intermediaries. It is generally preferred by companies that distribute industrial products and sell to geographical areas nearby. With the increasing importance of consumer preferences and after-sales services, direct distribution channels have started to be used more in the distribution system (Eroğlu et al., 2008, p. 107).

On the other hand, indirect distribution is defined as the realization of the product flow from the producer to the consumer through intermediaries (retailers, wholesalers, etc.). Frazier (1999) defined indirect distribution as goods produced in one region being sent to another region and then returned to the central place of production. The international distribution channel is the system formed by marketing organizations that communicate between the producer and the final consumer in a foreign market (Jain et al., 2012, p. 523).

Due to the growth of businesses in the globalization process, multi-channel management studies on establishing the most effective distribution system with the lowest cost have increased. Because as the regions in which businesses operate expand,

changes will occur in distribution activities. In particular, the size of the geographical area of the target market determines the structure of distribution channels (Eroğlu et al., 2008, pp. 98-104).

The design of distribution channels in a particular market is based on culture, regional distribution of consumers, technology, government regulations, company philosophy, and channel decisions that directly affect other marketing decisions. The globalization of international distribution channels reduces costs and increases performance. On the other hand, since its localization will be a cognitively complex process, it may decrease channel performance (Jain et al., 2012, pp. 526-529).

For this reason, ensuring an excellent global-local balance in the creation of distribution strategies is of great importance in terms of the competitive position of the enterprises in the sector and the efficiency of their activities. For example, distribution activities in the global cigarette market usually occur indirectly through leading distributors or wholesalers. Although there are cigarette vending machines and indirect distribution points on the internet, there is no internet distribution in countries with internet ban (Kazançoğlu et al., 2011, p. 70).

Louis Vuitton bags can be cited as an example of adaptation in distribution. While Louis Vuitton distributes its products through the stands in shopping centers in the United Arab Emirates and Romania, this form of distribution is not implemented in America and European countries as it will harm the luxury status of the brand (Dumitrescu & Vinerean, 2010, p. 154).

The internet, which has become a new and essential distribution channel, is different from other distribution channels as it has fewer transportation barriers, lower costs, and more consumer options. The web, which provides communication between companies and their customers, is globally accessible and information-rich on the one hand and interactive on the other. It supports the exchange of ideas between the producer and the consumer, and lays the groundwork for market-oriented production. However, the internet, which eliminates the differences of place and time between countries, cannot be a solution to language and cultural differences (Karamustafa & Öz, 2008, p. 283).

For this reason, some of the companies that use the internet to target their local consumers are adapting their e-commerce activities to meet the needs of the global online market. Singh et al. (2005, p. 72) investigated how cultural differences affect web content creation by e-commerce firms. The findings showed that local websites reflect the cultural values of the countries. Firms adapt their foreign websites to the cultural values of the target country. For example, Viewsonic company, a global supplier of visual display products (i.e. television, monitor, projector, etc.), distributes with large intermediaries and retailers in mature markets such as America and Western European countries, and distributes more through traditional channels in newly industrialized countries such as India, the Kingdom of Thailand, the United Mexican States, and the Republic of the Philippines. Since online channels are becoming more popular and effective in selling, more firms prefer online (Jain et al., 2012, pp. 526-529).

2.9. Complexity of Global Marketing

Marketing on a global scale inherently involves more problems than a company faces in the local market. The rapid changes that shape the development in the technological, economic, social, and political fields determine the quality of global marketing. Often these changes affect markets at different rates and in different directions. Change is not only rapid and pervasive, but also unexpected and unpredictable, but it often comes with opportunities and threats in global markets. There are social and economic changes that require greater awareness of the ideas, trends, and lifestyles in the mosaic of the global marketplace that brings long distances closer, and that is fueled by advances in communication technology. In a complex, diverse, and ever-changing global environment, marketing research plays a vital role in assisting management to keep up-to-date and stay in touch with developments in far-flung markets around the world. Research helps determine where the best opportunities are, where and how to enter new markets and expand operations, how to develop the most effective strategy to be applied in these different environments, and how to make the most appropriate strategy in an ever-changing world (Douglas & Craig, 2006, pp. 10-11).

In addition to the wide geographic scope of global operations, global marketing decisions are further complicated by the diversity of environments in which these activities are carried out. First, countries differ in terms of economic welfare and economic welfare per capita. Then, the literacy level also varies from country to country, and linguistic diversity is another factor that further complicates global activities. In addition, global marketers have to operate widely in countries where various languages are spoken. While cultural values and approaches differ markedly from country to country, personal value profiles also differ from country to country. Such differences in the level of economic prosperity and literacy that accompany linguistic and cultural diversity in marketing environments indicate that management cannot recommend a strategy that works in its local market and is equally effective in global markets. Customer needs and interests will vary, and people will respond to marketing motivations in different and often unexpected ways. Differences in marketing infrastructure, media accessibility and usability, technology level, and computer acquisition, in addition to the ability to connect to markets via satellite television or the internet, and the movement of goods and services, further complicate strategy development for international markets (Douglas & Craig, 2006, pp. 10-11).

2.10. Importance of Research in Global Marketing

Decisions

The diversity and complexity of the global environment, combined with management's lack of familiarity with a foreign market, may underestimate the importance of doing the research before making decisions and laying out a marketing strategy. Research is needed to avoid costly mistakes made by poor strategy and to prevent missed opportunities in global markets. At the first stage of entering global markets, information is required to evaluate the opportunities and risks in different countries around the world and to plan the global market entry and mode of operation. Once the initial entry decision is made, attention is directed to marketing mix-related issues such as new product development and testing, advertising iteration and media research, and price sensitivity.

As experience develops in global markets and activities become more widespread, more emphasis is placed on building a global information system to improve resource allocation between markets and countries, and to take advantage of potential synergies through the coordination and integration of global strategies (Douglas & Craig, 2006, pp. 10-11).

Internal data on the performance of each product business or marketing function should be collected and coordinated across countries. Combining data collected from various internal and external sources stimulates the desire to design a global information system to monitor performance and determine how to allocate resources on a global basis well. The huge volume and complexity of information required to build a global information system pose the real challenge. Advances in communication technology have significantly expanded the collection, transmission, and evaluation of information on a global scale and thus the worldwide control and coordination of activities. As a result, much attention should be paid to the use and value of the information collected to avoid problems arising from information overload. In addition, systematic collection of information is also very important in order to develop a successful strategy in global markets (Douglas & Craig, 2006, pp. 10-11).

2.11. Global Market Entry Strategies

Firms plan to expand and increase its market position in international market when one or more of the following motives appear: resource seeking, market seeking, efficiency seeking, and strategic assets or capability seeking (Dunning, 1992, as cited in Vrontis et al. 2006, p. 153). Then to increase its probability of being successful and to decrease predictable risks, firms must determine correct or best entry strategy after conducting thorough researches about the market and examining cultural differences along with possible political volatility of the country where the market is located.

From an economic point of view, there are two types of foreign market entry modes. One is to “manufacture the product in the home country and export it to the targeted market,” and another is to “move the technique, capital, human resources and enterprise to the targeted market and cooperate with a local manufacturer” (Root, 1987, as cited in Vrontis et al. 2006, p. 155). Based on a management point of view, these

two types of entry modes can be further splited into three as export entry, contractual entry, and investment entry.

2.11.1. Export Entry

When firms seek to expand globally, exporting is usually their first mode of entry into a foreign market (Hill, 1999, p. 405). Export can be defined as the sale of goods from one country to another. There are two types of exports. Direct exporting means that a firm sells products to foreign markets by itself. Since there is no intermediary firm, a firm that chooses direct exporting can easily contact and observe buyer's response and earn higher profit margins. However, because the firm may not have enough knowledge of the market characteristics, direct exporting may cause financial risks. On the other hand, indirect exporting means that a firm sells products to foreign markets through an intermediary firm. Because the intermediary firm knows the uniqueness of the market, a firm that usually have little or no experience about the market prefers indirect exporting in exchange of lower profit margins (Elango & Pangarkar, 2020; Netherlands Chamber of Commerce, n.d.).

Today, the concept of export can be defined as the company's products finding buyers in the international market and making a profit by increasing their market share. Businesses can increase their competitiveness in the international market by choosing the sustainable export path (Çakıt & Özerhan, 2018, p. 2).

2.11.2. Countractual Entry

Contractual entry modes are defined as “long-term non-equity associations between an international company and an entity in a foreign target country that involves the transfer of technology or human skills from the former to the latter” (Root, 1994, as cited in Andersen & Buvik, 2002, p. 358). In this dissertation, contract manufacturing, franchising, and lincensing agreement will be briefly discussed.

Contract manufacturing occurs when a firm enters a market and makes an agreement with a local manufacturer to produce product. Although the firm is not involved in the production process, the firm does the marketing within the market

(Akhter & Friedman, 1989, p. 160). This form of entry mode into a new market can be attractive for firms with little asset, because fixed costs needed to produce product is not necessary.

Franchising occurs between two participating parties – a franchisor is a franchise owner and a franchisee is another party who bought “not only intangible property (normally a trademark),” but also agreed to “abide by strict rules as to how it does business” (Hill, 1999, p. 409). Usually, franchising is chosen by service firms and agreed time period tends to be long. The franchisor usually helps the franchisee by training how to operate the business and act as suppliers. Also, the franchisor often faces a situation where the franchisor-owned business competes with the franchisee-owned business (Dant et al., 2011, p. 254).

A licensing agreement involves two participating parties – a licensor is a license owner and a licensee is another party who is permitted to use the license. If both parties reach an agreement on the rights to use the licensor’s intangible properties such as “patents, inventions, formulas, processes, designs, copyrights, and trademarks” for a certain period of time, this arrangement is called a licensing agreement (Hill, 1999, p. 407). Usually, licensing is used by manufacturing firms and agreed time period tends to be short. If firms consider entering a foreign market that is “unfamiliar or politically volatile,” or if firms have insufficient capital, then this licensing agreement can be a good option as an entry mode (Hill, 1999, p. 407). However, the “licensor has little control over strategic and operational decisions making” (Akhter & Friedman, 1989, p. 159).

2.11.3. Investment Entry

So far, export entry modes and contractual entry modes have been discussed. Among the three entry modes classified by Root (1987, 1994), there is “an increasing degree of resource commitment from the export entry mode to the investment entry mode” (Andersen & Buvik, 2002, p. 358). As the examples of investment entry mode, sole venture and joint venture will be briefly discussed.

As an investment entry mode into a foreign market, a sole venture means investment, risk, return, and degree of control of the investing firm are all high (Herrmann & Datta, 2022, p. 555). Therefore, if the targeted market seems to have low potential, but the investing firm has a high strategic need to “coordinate activities on a global basis,” or if the targeted market seems to have high risk, but the investing firm can produce differentiated products, then this sole venture mode can become an attractive market entry option (Agarwal & Ramaswami, 1992, p. 7).

A joint venture involves establishing a company that is owned by two or more partner companies. Although the percentage of ownership stake may differ according to the agreement between these ‘owner’ companies, the usual joint venture is a 50:50 arrangement. This mode of entry into a foreign market seems attractive to firms that can benefit “from a local partner’s knowledge of the host country’s competitive conditions, culture, language, political system, and business systems” (Hill, 1999, p. 410). In other words, “ownership, risk, profit, and control of the business” are all shared by the ‘owner’ companies (Akhter & Friedman, 1999, p. 160).

3. GLOCALIZATION

3.1. Definition of Glocalization

The concept of glocalization, which is formed by combining the words globalization and localization, has been widely used in recent years. Glocalization has many definitions such as “the conflation of both universalizing and particularizing tendencies, the dynamics between cultural homogenization and heterogenization, and a co-optation of the global and the local” (Grigorescu & Zaif, 2017).

The term “glocal” is originally a Japanese word. This concept was brought to the literature from the Japanese, explains the localization of Japanese products and the need for local demand, but the globalization of access and application (Khondker, 2004, p. 2). Robertson (1995) first embodied this idea in the Japanese word "dochakuka" (derived from the word "dochaku," meaning to live on one's land), the agricultural principle of adapting farming techniques to local conditions, but also to global localization, in which a global perspective is adapted to local conditions.

Although the word glocalization is expressed as the combination of the concepts of global and local, it is derived from the word "dochakuka" in Japanese, which a farmer uses to adapt a farm technique to local conditions. Later, it started to be used as the idea of harmonization based on localization within the concept of globalization in business life. It was conceptualized academically towards the end of the 1980s (Khonder, 2004, p. 4).

Glocalization is the production and marketing process of global businesses operating in many parts of the world to respond to consumer demands in different regions (Maynard & Tian, 2004, p. 288). The concept of glocalization means that companies deal with worldwide issues and the specific situations and conditions of the countries in which they operate. Therefore, it meets the need to be both global and local. According to Maynard, the concept of glocalization or glocal strategy is to take the current form of global strategy forward by making local adaptations where and when necessary (Maynard, 2003, pp. 57-60).

3.2. Birth and Development of Glocalization

Various interpretations have been made in the literature regarding the beginning of globalization. It is accepted that this phenomenon dates back to the 20th century. It can be said that the globalization process started with geographical discoveries before the Renaissance in Europe. According to this approach, which explains the concept of globalization as the expansion of the world, globalization started with geographical discoveries in the 15th century (Erdem, 2009, p. 402).

Globalization of social relations is a process that symbolizes its historical and discursive interaction on a global, national, and local basis. In this process, there are uncertainties, contradictions, and ruptures. In the analysis of social relations, globalization refers to a process in which differences and similarities, localization with universalization, rationalization with modernization, are experienced together. Similarly, while talking about a process where the universal becomes local and the local becomes universal, as a result of the interaction between the global and the local, it is stated that differentiation (i.e. glocalization) and homogeneity (i.e. globalization) make each other possible. While some people adapt to the popular American/Western culture and give up their own culture, other people try to protect their own culture (Öngören, 2002, p. 448).

The concept of glocalization is explained as the advertisement of goods or services by adapting them to the ever-changing local and particular markets in global or near-global infrastructure. The goal here is to ensure that global products find consumers in local markets. For example, global companies such as Burger King and McDonald's offer different menus in different countries by considering local needs and habits are caused by glocalization. This philosophy is explained with the slogan of "Think globally, act locally" and glocalization. It is one of the postmodern concepts that emphasizes hybridity, difference, and independence. Globalization ensures that local cultures are preserved while the globalized world is a balanced and integrated place. Glocalization aims to produce a global and local culture (Akarçay, 2015, p. 89).

The influence of global organizations on world trade is increasing day by day. These organizations are struggling in markets that have become globalized over time

with the effect of many factors such as rapid technological developments and decreasing trade barriers while increasing competition at the same time. Even though the markets have become the same over time, the positive-negative effects on customer purchasing attitudes, such as the rise of consumers' local expectations and ethnocentric tendencies, have reached levels that cannot be ignored. After this point, glocalization becomes mandatory (Candemir & Zalluhoğlu, 2010, p. 18).

With global marketing, it is assumed that the world is seen as a single market, products or services are offered as standard, and the markets are homogeneous. However, businesses that implement this strategy today cannot ignore the different cultural and traditional characteristics of target markets. It is considered an essential competitive advantage for businesses to think globally and operate locally. Today's glocal marketing approach covers these two strategies. While businesses that apply the global marketing approach reveal the power and image of being global in the local markets they enter, they also give consumers a sense of a local brand by considering some local factors (Koçoğlu & Aydoğdu, 2017, p. 232).

3.3. Concept of Glocalization

The world order we live in can be defined as the capitalist order in most of the business world. This order, which came along with the Industrial Revolution, was and still is seen as the dominant power in the world. Countries that cannot sufficiently adapt to the capitalist order and are left behind in terms of globalization seem to be considered backward countries within this order. Capitalism, which is a production-consumption-oriented concept, has forced countries to present their industries and facilities to the whole world. As a result of this situation, countries had to develop the ability to think globally, and those countries that could not develop this ability were classified as "underdeveloped countries." In this sense, thinking globally is not enough. Being able to apply this thought to the local became necessary. The term "glocal" derives its name precisely from this idea. The glocal concept takes place in the literature as a combination or mixture of globalization and localization (Akbaşlı et al., 2019, p. 4). Wind (1986, p. 26)'s famous slogan, which is "Think globally, act locally,"

advises to apply the “idiosyncratic country’s characteristics and cultural differences” to “worldwide perspective.”

Glocalization helps the firm connect with its consumers on an emotional level and at the same time strengthen its global position. While the global location of the business allows the customer to try the product for the first time, the localization direction and strategies make the customers come again, and this is one of the most important aspects that lead the companies to success (Prakash & Singh, 2011, p. 19). Glocalization is a socio-political concept used with the general slogan, “Think globally, act locally.” Although companies mainly follow a global policy, they have synthesized global and local strategies based on local conditions and cultural values to fit into local markets. Glocalization is the company's evaluation by prioritizing the local market in its marketing mix applications, while recommending a worldwide brand, product, or service.

The concept of glocalization was formed to make a product suitable for each local region in the formation of globalization, thus indicating that the probability of success would be higher. In other words, it can be called globalization by protecting local characteristics. Globalization and localization have become concepts we frequently encounter today. Especially as the concept of globalization developed, it began to be seen as a threat to local values, and for this purpose, foreign companies took measures such as developing marketing strategies suitable for local markets. These companies have adapted the global to the local by acting with the policy of “Think globally, act locally.” Thus, the concept of glocalization has begun to be used (Derviş, 2016, p. 29).

For example, Nongshim is one of the well-known instant noodle manufacturers in South Korea. Nongshim came up with its three-stage glocalization strategy to win a large share of the American instant noodle market. The first stage was to localize; that is, Nongshim targeted American consumers with its most famous product named Shin Ramyun as it did in Korean market. The second stage was to globalize; that is, Nongshim came up with globalized product and price designed for global consumers but localized its other business operations. The third stage was to localize again; that is, Nongshim varied its product line to meet the expectations of local consumers (Lee

et al., 2021). Another example of a company using its own glocalization strategy is Bibigo. Bibigo is one of the popular ‘home meal replacement’ manufacturers in South Korea. Bibigo has globalized its products and developments, while localized “ingredients and packages of its products based on each countries’ cultural characteristics and diet preferences” (Do et al., 2020).

Similarly, it is possible to explain the concept of glocalization as an approach in which businesses include both global elements and local motifs in their marketing mix programs in the countries they address in the global environment to respond to the demands of local consumers and satisfy them. At this point, the concept of glocalization is a popular concept that emerged as a result of the combination of globalization and localization concepts (Şahin & Kalyoncuoğlu, 2014, p. 102). The concept of glocalization means that products and services prepared for the global market are presented in a way that suits local cultures. With the rise of the importance of localization, the phenomenon of glocalization, which was created by combining the concepts of global and local, has started to be used intensively (Arslan, 2016, p. 68).

In general, glocalization is defined as the intertwined state of the global and the local, which gives different results in different geographical areas (Aktan & Şen, 1999, p. 15). It is clear that globalization and localization gradually affect each other.

3.4. Literature Review on Glocalization

An uncountable number of comprehensive studies have been conducted on glocalization. A few areas of the studies on glocalization in the literature are, but not limited to, the emergence and definition of glocalization (Khondker, 2004; Robertson, 1995; Shamsuddoha, 2008), advertising (Derviş, 2016; Elden, 2005; Kozluklu, 2019; Yılmaz, 2019), marketing (Arslan, 2016; Ekinçi, 2010; Grigorescu & Zaif, 2007; Kazançoğlu et al., 2011), and tourism (Ceccarini, 2010; Kumar & Goel, 2007; Mak et al., 2012; Salazar, 2005).

Robertson (1995) used the concepts of "glocal" and "glocalization" in the literature. In his previous work (Robertson, 1992), the emergence of the concept adapted to English from the Japanese word “dochakuka” was mentioned. Examining

various case studies, he stated that globalization and localization are not opposite concepts. On the contrary, they complement each other, and that the global in a sense includes the local. He stated that glocalization is formed by the intertwining of the concepts of global and local. In addition, Robertson emphasized that globalization is not a homogenization against heterogeneity, and argued that heterogeneity and homogenization go together, just as globalization and localization do.

Khondker (2004) talked about the birth, development, and evolution of glocalization as a sociological concept used as a strategy in the Japanese business world. It was argued that glocalization emerged from the complex relationship between sociology and globalization. He emphasized that the birth of globalization is not westernization. In addition to these, the study examined the relevance of technology to glocalization. In his study, Khondker discussed the concepts he analyzed through the examples of the Republic of Singapore (hereinafter Singapore) and Malaysia. In addition to these, Khondker's work explained the relevance of technology to glocalization and discussed the concepts through the examples of Singapore and Malaysia. It was mentioned that Singapore, in particular, is in the position of an indicator that it will achieve progress in many areas by using glocalization strategies. It was stated that in the globalizing world, strategies suitable for local values, as in Southeast Asia, will bring development and success.

Elden (2005), who argues that glocal advertising campaigns have replaced global advertising campaigns today, conducted a study on the importance of creativity in glocal advertising campaigns. Global advertisements, which are needed with globalization, have started to fall short over the years. Although global advertisements are considered whole, they cannot have the same effect everywhere due to cultural differences. At this point, glocal advertisements emerge. Elden argued that glocalization should encompass both global and local campaigns. According to Elden, the points considered in glocal advertising studies are gathered under three headings - language, cultural characteristics, and creativity. When a planned study is made on language and cultural characteristics while preparing glocal advertisements, it will be successful at these points. However, a comprehensive study should be carried out without going beyond global standards, taking into account the target audience's wishes in the creativity part.

Salazar (2005) examined the relationship between tourism and glocalization in the context of local tour guides. It was argued that globalization and localization are not opposed to each other. Rather, combining the two constitutes glocalization. It was stated that tour guides are essential people in the perspective of glocalization and emphasized that they fully participate in the global culture. A literature review was done in the study, and a preliminary field study was used. In addition, secondary sources such as magazines and newspapers were also used. It was stated that tour guides have successfully presented the glocalized life around them to various international tourists. As a result of the study, it was mentioned that tourism is an essential resource to be used in glocalization, but the studies on this subject are limited.

Kumar and Goel (2007), who deal with the concept of glocalization in the food and agriculture industry, emphasized the importance of glocalization for these industries in their study. The glocal strategies created by combining globalization and localization strategies in these areas within the scope of multinational food businesses were examined. For this purpose, the sample groups used were McDonald's, Pizza Hut, and Barista multinational food companies in the Republic of India (hereinafter India). Because of the different eating habits in different parts of the world, Kumar and Goel preferred these companies that implement glocal strategies.

Shamsuddoha (2008) focused on the transformation from globalization to glocalization. The emergence and development of glocalization, which emerged as a business term in Japan were examined. This study was based on analyzing the concept of glocalization from various perspectives, giving the term's prerequisites, core values, and policies, and defining the principles of globalization from the perspective of commercial difficulties. Secondary data sources such as different books, journals, periodicals, and online articles using the archival research method were also considered. Based on the study, 11 essential prerequisites for glocalizations were found as follows: reform of traditional diplomacy, peace and development, centralization of cultural issues, municipal administration, resource management, civil society and democratization, public funds, private resources, financial mechanisms, innovative sectors, and capacity building. Also, a set called the Glocalization Ideal Map was developed. The set has seven principles, which are the importance of local actors, the war/poverty relationship, the expansion of peacebuilding, the link between

stability, poverty reduction and development, the city's role, management, and global knowledge.

Ekinci (2010) carried out a study to determine whether global companies are successful in implementing new strategies when they enter local markets, in addition to their global strategies. For this purpose, the success of the glocal strategies implemented by Unilever's Carte D'or brand in Türkiye was analyzed. Carte D'or is an ice cream brand of Unilever in Türkiye under the "Algida" ice cream brand. In the study, literature review and interview methods were used to collect data. The interview was held with the brand development specialist of the marketing department of Carte D'or. The brand attaches importance to the production of new products in accordance with the taste of the Turks. It offers various ice creams such as "Fruit Feast, Chocolate Carnival, Chestnut Joy" suitable for the taste of the Turks. There are also ice creams named after Turkish desserts, such as G \ddot{u} llaç Keyfi (i.e. a type of pastry made with milk and pomegranate), Tel Kadayıf (i.e. a type of pastry made by thin, crunch flour noodles) and Ekmek Kadayıflı (i.e. a bread pudding that comes from the Ottoman period). It can be concluded that Unilever develops products by taking the local (i.e. traditional) factors of Türkiye to be successful in its targeted market.

Ceccarini (2010) handled food studies sociologically in Japan. The study had three main objectives: 1) to draw attention to the relationship between sociology and food, 2) to look at the relationship among food studies, culture, and globalization, and 3) to summarize the food and globalization literature by examining the studies done in Japan and Asia. It was emphasized that food is becoming increasingly globalized. With the increase of globalization, different terms such as localization and glocalization have emerged. It was stated that glocalization is a concept derived from the inadequacy of terms such as globalization and localization in terms of strategies and development applied in the world. It was emphasized that food and globalization are an excellent match and stated that the globalization of food occurs due to the combination of four conditions: food and cuisine, food consumer, restaurant industry, and food worker. The fact that ethnic food as a cultural object can change was mentioned. The study revealed that food can adapt to a different culture be accepted or rejected by that culture.

Kazançoğlu et al. (2011) examined glocal product strategies in the context of niche marketing strategies. This study aimed to reveal the glocal product strategies applied to the target audience in Türkiye by taking the example of Tchibo. It was stated that a glocal approach was adopted in niche marketing, because global companies use different product strategies in different countries within local people's expectations. In the study, Tchibo's Aegean region manager and Türkiye's product manager were interviewed, and the purposive sampling method was preferred. The data obtained were transformed into findings with descriptive analysis. The results showed that the Tchibo brand uses glocal product strategies to respond to local demands in niche markets. Tchibo also uses the standards applied in other countries in Türkiye, but Tchibo stated that some labels were added to some imported products that were brought into Türkiye due to legal requirements.

Mak et al. (2012) aimed to examine the relationship between food consumption and globalization in tourism. For this purpose, sociological perspectives and theories about globalization were examined. The effect of globalization on the local cuisine supply received attention. A conceptual framework consisting of three different dimensions for local cuisine supply were proposed: heterogeneity and homogenization, global consciousness and local consciousness, and global culture and local culture. It was suggested that the glocalization of the local cuisine supply will have positive effects on food consumption in tourism. It was emphasized that local culture is not against global culture, and they stated that local culture and global culture could coexist. It was argued that innovative cuisines could emerge in cuisine with the interaction of localization and globalization. For example, it was stated that Asian cuisine uses a mixture of traditional Eastern-style ingredients and cooking methods along with Western-style presentation techniques.

Arslan (2016) examined the issues of global marketing and glocal marketing. It aimed to present ideas about the future of global marketing. Global marketing was developed after the 1980s and the concept of decentralization emerged. It was stated that glocal marketing strategies emerged with global and local strategies, as global marketing strategies did not yield efficient results. It was also stated that global marketing is shaped by "Think globally, act locally." It was emphasized that global

products need to be glocally marketed by taking into account the local consumers' preferences.

Derviş (2016) examined the effect of the concept of glocalization on local culture by analyzing the advertisements of Lay's brand in Türkiye. In the study, the semiotic analysis method as analysis method was used. These analyses were carried out on many elements such as language, place, color, music, and clothing used in the advertisements. It was revealed that choosing white color in advertisements evokes cleanliness and that chips are produced in clean environments. Preferred music highlights tradition. Natural environments, trees, and village environments were preferred in advertisements, which create a natural, organic, and healthy product image for the consumer. Advertisements suggesting sharing as an emotion show a sincere environment where values are embraced. The character of Aunt Ayşe, who plays a role in the advertisements, represents motherhood in Türkiye. It is implied that whatever is done in the hand of Aunt Ayşe will be good. As a result, Lay's brand as a global brand provides glocalization with a global-local promotion by taking local factors into account.

Kozluklu (2019) examined the glocal advertising strategies of Coca-Cola. In this direction, it aimed to reveal the cultural contents used in the advertisements of Coca-Cola during Ramadan period in Türkiye. In the study, six advertisements released by the brand during Ramadan between 2013 and 2019 were examined using semiotics as an analysis method. According to the research, Coca-Cola takes local and cultural characteristics into account in its advertisements published in Ramadan without leaving the glocal scope. It is noteworthy that objects belonging to Turkish culture are also used in advertisements, along with elements that evoke global features such as slogans and bottles. In addition to elements such as Karagöz and Hacivat (i.e. the main characters of the traditional Turkish shadow play that were popular during the Ottoman period), Ramadan lantern, symbols of the month of Ramadan such as sahur (i.e. the morning meal eaten before dawn), iftar (i.e. the evening meal eaten after sunset), and Ramadan pide (i.e. a traditional Turkish bread, specially made during Ramadan) are also among those used in advertisements. Based on the research, six advertisements of the Coca-Cola brand in Türkiye during Ramadan were created using glocal strategies.

Yılmaz (2019) examined the glocal approach within the scope of social media. The aim of this study was to reveal that brands are promoting and producing by giving importance to the cultural elements, beliefs, and traditions of their target audiences. For this purpose, the Instagram accounts of McDonald's in the Federative Republic of Brazil, the Arab Republic of Egypt, India, the Republic of Indonesia, the State of Kuwait, and Türkiye were examined. The study sample consists of 29 contents shared between 2014 – 2019 that include the countries' cultural values. As a result, it was determined that McDonald's opened different accounts for different countries and acted according to the cultural characteristics of these countries. The company acts with the idea of "Think globally, act locally."

3.5. Glocalization Approaches

As with every other concept, a complete agreement could not be reached on glocalization. There are those who advocate global-local trends and those who defend global-local trends as competitors.

According to the advocates of the glocalization approach, glocalization accepts a balance between standardization and adaptation, and it is impossible to achieve standardization in all areas. Even if consumers have adapted a particular consumption pattern globally, it is hard to lose elements such as traditional values, culture, and norms (Kaynak & Herbig, 1997, p. 43). Glocalization is a phenomenon that benefits from the advantages of operating around the world, while acting like a member of society (Altınbaşak et al., 2008, p. 26).

According to those who support this approach, cultures are forced to change in the globalization phase, primarily by revealing local differences in opposition to each other. Afterward, old cultures are disintegrated and put into new shapes. Over time, a single culture adapts the global culture. As a result, they claim that local cultures will not be able to resist the global culture and will disappear, and the heterogeneous structure will gradually turn into a homogeneous structure (Derviş, 2016, p. 37).

3.6. Factors Affecting Glocalization

Glocalization alone does not carry positive or negative aspects. While companies are opening up to foreign markets, they can change their strategies due to certain advantages or disadvantages. For this reason, the positive and negative factors related glocalization needs to be examined.

3.6.1. Positive Factors related to Glocalization Some of the positive factors that lead firms to glocalization are as follows (Foglio & Stanevicius, 2006, p. 35):

- Saturation of the market: Local and global firms may find themselves in saturated market where there is no new demand of their products/services. In this case, searching for new markets becomes essential. Local firms can target the “niches of global market interested in” their local products/services. Global firms can adapt and produce their global products that reflect the preferences of their targeted local markets.
- Presence of glocal demand (differentiated niches in the global and local market): When local markets demand global products, local markets are in need of not only “generic mass” products that are designed to serve global customers, but also local-friendly products that are focused on serving the locals.
- Laws and rules: Some countries may force foreign firms to modify their products/services to fit local markets’ characteristics.

3.6.2. Negative Factors related to Glocalization

Some of the negative factors that prevent firms to glocalization are as follows (Foglio & Stanevicius, 2006, p. 35):

- Geopolitics: “Geographic, political, demographic, economic, climatic situations” of firms can naturally block their steps toward glocalization.

- Psychological distance: Insufficient understanding of the targeted markets' psychology (i.e. culture, history, traditions, etc) will interfere with glocalization.
- Global products which refuse adaptation: If firms turn down local adaptations to be applied to their global products/services, then being glocal cannot be an option.

3.7. Effect of Glocalization

While the phenomenon of globalization is based on the assumption that people want similar products or lifestyles wherever they live, localization is explained as the whole of processes that resist the power of globalization. The hybridization strategy that integrates global and local cultures is called glocalization. Consumers perceive brands according to their origins and categorize them as global or local products. Although global products are rapidly increasing in today's global economies, local products are struggling intensely with global products (Çabuk et al., 2015, p. 446).

Similarly, today's understanding of competition reveals that it is necessary to focus on customers with global brands' glocal marketing strategies and satisfy their customers in line with their expectations. At this point, the phenomenon of glocalization serves the purpose of a global strategy by carrying the current use of the global strategy phenomenon further and making local adaptations when necessary. In order to achieve this, it is necessary to develop and execute effective strategies and policies (Hacıfendioğlu & Candan, 2009, p. 244).

While global products respond to the global demand without any discrimination, glocal products reach the global market with the local features of the product. Because the reasons for the acceptance and selection of glocal products are closely related to their local nature, glocal products provide a competitive advantage by adapting themselves locally to demands. Global understanding requires a strategic approach in global markets. The glocal approach is a harmonious union, strategic and profitable integration that targets the global and the local dimension. Globalization can support the internationalization process of local products, and localization tries to adapt global

products that are not in the global market to local expectations (Hacıfendioğlu & Candan, 2009, p. 245).

3.8. Effects of Glocalization on Business Functions

In glocal strategies, the content and structure of business functions are affected by the country's conditions in which they operate. Each approach creates different effects on activities. This section expresses the effects of glocal strategies on management, production, and human resources functions.

3.8.1. Effects on Management Function

Management is the process of achieving organizational goals effectively and efficiently by bringing together resources such as labor, capital, technology, and knowledge. Planning, organization, coordination, and control of business activities in line with the objectives are the task of the management element, which is an upper mechanism within the business functions. Although management approaches have varied widely until today, the contingency approach, which is included in the modern approach, is an approach that is compatible with the glocal strategies of businesses.

According to the contingency approach, the management style and structure are shaped based on the situation and environmental conditions of the organization. It is argued that there is no one right way that can always be valid in management, and the best one will vary in line with ever-changing current situation. In this approach, which does not accept the universality of management in order for the organization to be successful, managers should analyze their environment and plan their activities to adapt to this environment (Özalp et al., 2009, pp. 30-31). Since various regions in which glocal strategies are implemented have different characteristics, making and implementing plans suitable for those conditions emphasize the characteristics of the contingency approach.

3.8.2. Effects on Production Function

Production is the activity of enterprises to create a physical good or service by bringing together elements such as money, raw materials, materials, workforce, technology, tools, and information. Businesses need good production management in order to achieve efficient and profitable results. The production strategies of the enterprises are revealed by making the right plans in subjects such as procurement, purchasing, planning, production control, quality control, cost analysis, and creating activities that can reach the target.

The structure of the market and the strategies of the enterprise are influential in determining the production methods. Businesses need a flexible production system to compete in today's conditions. In order to be successful in national and international markets, it is necessary to establish organizations that can respond to consumer demands and perform production. Differences in consumer demands in local markets require the production function to be harmonized (Cemalcılar & Erdoğan, 1997, p. 4).

3.8.3. Effects on Human Resources Function

Human resources is a concept that covers every employee in all levels of an organization (Bolton, 1997, p. 5). Although human resources is one of firms' competitive advantages, "at a time of unparalleled technological development, it is the human resources that paradoxically spell success or failure for all times" (Katz et al., 2000, p. 7). According to Lengnick-Hall et al. (2004, p. 307), ensuring organizational efficiency is one of the most critical problems of management. This problem becomes more complex in enterprises trying to organize in different regions. The fact that all activities in the organization are carried out with the human element can be ensured positively by successful human resource management, while incorrect or incomplete structures will affect communication, so it reflects negatively on all business functions. Guest (2007, p. 52) emphasized that people are the most critical competitive advantage for an organization, and effective human resource management can increase this advantage to a higher level.

As global competition increased, traditional industrial relations decreased and employment relations has differentiated. The importance of human resources management, especially staffing policy, has increased (Hill, 1999, p. 518). In order for the organizational activities to be carried out in different countries and to reach the targeted results, the job analysis must be done correctly to choose appropriate personnel for particular jobs. Business requirements, processes, and coordination should be arranged in a way that can adapt to changing conditions.

McDonald's, which has branches in many countries all over the world, continues to operate with global standards. When entering a new market, McDonald's plans human resources by examining issues such as working times under that country's legal standard. McDonald's takes such variables into account as the workforce is locally employed. In addition, local human resources are used in their promotions (Hacıfendioğlu & Candan, 2009, p. 5).

3.9. Glocal Marketing

According to Maynard (2003, p. 60), the underlying phenomenon of the glocal marketing idea is to develop a worldwide marketing perception and do planning by taking into account the values and conditions of each country. In glocal marketing, globalization and localization should always be considered. Glocal marketing is a harmonious union and profitable integration that is considered not only with its global dimension, but also with its local dimension. One way for firms to market effectively and to fit themselves to local markets is to assure that customers are satisfied with the quality of their product and/or services that are suitable for the local adaptation and to protect its good brand image through providing after-sales services. After-sales services can help firms “differentiating the product, gaining competitive advantage, and achieving an enduring market position in international markets” (Asugman et al., 1997, p. 23).

In the case of market orientation, the glocal marketing process is seen in Figure 3.1 (Foglio & Stanevicius, 2007, p. 49):

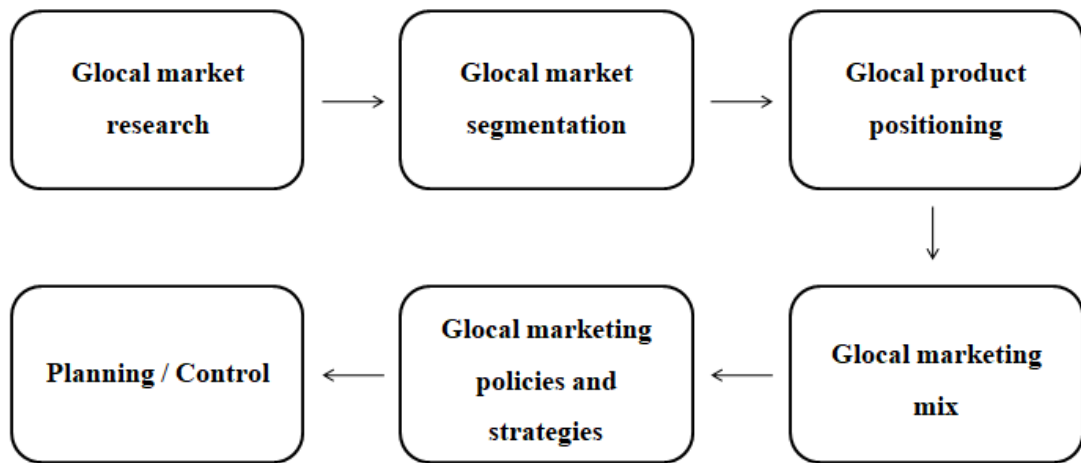


Figure 3. 1. Glocal Marketing Process

In this process, choosing the right product, differentiating for different markets, applying price, distribution channels, and promotion activities correctly will enable businesses to succeed in local markets. Today, Wind's (1986, p. 26) slogan "Think globally, act locally" has become the definition of global marketing, and it is emphasized that companies operating in a broad market have global and big goals, but the way to achieve this is to think locally.

Although McDonald's sells standard products worldwide, it modifies a policy of adaptation due to many factors such as consumer tastes, preferences, laws, and religious elements. For example, McDonald's meets the demands and needs of consumers in India where cows are seen as sacred by Hindus and 50% of its menus are already vegetarian by opening vegetarian-only restaurant (BBC, 2012). Even in general (i.e. non-vegetarian-only) restaurants, McDonald's have separate kitchens for vegetable menus and non-vegetable menus in India (McDonald's India blog, n.d.).

It is possible to summarize the concept of global marketing as follows (Foglio & Stanevicius, 2007, p. 46):

- A strategic integration of global and local marketing activities
- A reasonable utilization of the glocal market
- An arranged attempt magnify the opportunities available in the glocal market
- An activity designed to increase firms' name value and market share in the glocal market

3.10. Concept of Glocal Marketing and the Changes it Created in the Marketing Mix

While globalization reveals a one-piece similarity due to the unification in the world's economic, financial, and cultural flow, the concept of glocalization is defined as a reconciliation process that expresses the relationship between the global and the local. Since all the values of the society are taken into account in global marketing, a stance is generally taken against cultural imperialism originating from the west (Maynard, 2003, p. 57).

Glocal marketing also demonstrates an accurate and advanced use of globalization by creating hybrid cultures to meet local expectations and utterly homogeneous processes. Therefore, glocal marketing, which points to local adaptation activities, supports the diversification of the product and the market, as in postfordism, by reinforcing globality with local values (Sili, 2009, p. 20).

While the markets are becoming more similar day by day, the consumers' local expectations and ethnocentric tendencies are increasing. The way to become a global brand is to be a consumer-oriented business. With the increase in competition, many global businesses adapt a glocal understanding in their marketing strategies (Çakır et al., 2011).

Of course, at this point, a good management approach should not be ignored. According to the contingency approach, which is one of the adaptation approaches, businesses that change their structures and processes with the decisions made by their

managers as a result of a conscious and systematic analysis will adapt to the environment. Businesses that do not provide this harmony and therefore operate with structures and processes incompatible with environmental conditions will reduce their effectiveness in competition (Koçel, 2010, p. 351).

3.11. Effects of Glocal Marketing Approach on the Marketing Mix

The management must be in a structure to support glocalization to evaluate the opportunities that glocalization has presented. In this respect, the management needs to protect firms' market share in global market and brand image formed by the locals.

While trying to position glocal goods and services, firms should consider the followings (Foglio & Stanevicius, 2007, pp. 51-52):

- To decide which factors can differentiate their glocal goods and services from competition
- To meet customer expectations
- To determine reasonable price
- To come up with appropriate marketing strategies should be determined to support positioning.

Consumers, business units, competitors, and governments are among the market forces that influence the marketing mix. Factors that may arise in the form of consumers with distinctive characteristics, different commercial processes and structures, legal regulations of states and local governments, various trade agreements and practices, structuring differences and strategies of competitors should also be taken into account while performing glocal marketing activities, and regulations should be created accordingly (Al & Doğan, 2012, p. 356).

3.12. Glocal Marketing Strategies

While a marketing manager determines the appropriate marketing strategies for business, the manager has to make both internal and external evaluation of the business, reveal its strengths and weaknesses, structure of being able to resist competition, and state of business functions. After valuations are carried out, which opportunities will be evaluated in the market will then determine its marketing strategies (Tuncer et al., 1994, p. 63). According to Maynard, glocal strategy is the development of current applications of global strategies by making local adaptations at the necessary place and time (Maynard, 2003, p. 57).

As a result of the growth in the scale of economies as a result of globalization, competition in international markets, and rapid change, businesses need to change the strategies they will implement in global markets. Competition, change, and the resulting uncertainties force businesses operating in global markets to be market-oriented (Erem et al., 2000, p. 22).

3.12.1. Glocal Product Strategies

Although the glocal strategy seems to be applied to the promotion activities of business, it can also be applied to all management, marketing activities, and the product itself. Global businesses use the glocal strategy to improve their worldwide performance based on local differences (Maynard & Tian, 2004, p. 288).

With globalization, production and consumption patterns have differentiated, and a diversified consumption structure has emerged against flexible production. New markets have been created through diversity and differentiation in products. The new production system focuses on mass markets and enters into private and small market areas in physical and cultural terms. The fact that the menus of global businesses such as McDonald's and Burger King have been tailored according to different cultures and tastes is the most prominent examples of this diversity (Taylan, 2008, p. 86).

McDonald's restaurants worldwide work globally, such as kitchen design, size of food, time to do the work, but local adaptations are made in the process in

international markets. Different menus are prepared with new techniques. Consumers find the same atmosphere wherever they go to McDonald's, and global standards are applied in cleaning and service. In addition to its original menu, McDonald's adapts its menus to "reflect different tastes and local traditions for every country" (McDonald's, n.d.). For example, in the Kingdom of Saudi Arabia (hereinafter Saudi Arabia), where pigs are seen as unclean by Muslims, McDonald's operating in Saudi Arabia does not use any pork products and uses halal ingredients only (McDonald's Saudi Arabia, n.d.).

Although many glocal products are marketed successfully, some glocal products had to remodify themselves after failed marketing in the first place at targeted markets. For example, Coca-Cola "had to withdraw its 2-litre bottle from" the Kingdom of Spain, "because few Spaniards owned refrigerators with large compartments," and Phillips "had to change the size of its coffee makers to fit into the smaller Japanese kitchens" (Smith & Taylor, 2004, p. 264).

While global products exhibit a homogeneous structure by global demand without any discrimination, glocal products reach the global market with the local characteristics of the product. The reasons for preference of glocal products are local. Glocal products gain a competitive advantage by adapting locally to demand (Krishnan, 2008, p. 3).

When the marketing activities around the world are examined, businesses try to highlight the positive features and benefits related to the product and brand in order to change the adverse reactions based on cultural differences, or they provide strategic benefits by cooperating with local businesses and distributors (Watson & Wright, 2000, p. 1161).

3.12.2. Glocal Promotion Strategies

Promotion efforts within the marketing mix elements cover personal selling, public relations, advertising, and sales development activities. Promotion efforts are critical due to reasons such as mass production and reaching large sizes, opening of enterprises to large markets, increasing physical distances between producers and consumers, increasing the number of consumers, constantly changing demands in terms of quality and quantity, and intensification of competition (Tuncer et al., 1994, p. 33).

One of the important reasons for glocalization's popularity is that businesses that carry out a single advertising campaign in all markets to promote their products within the globalization strategy cannot succeed in every region. Visual or textual message do not have the same meaning for the intended target in every market. Adaptation is an effective tool for marketing a global product (Kumar & Goel, 2007, p. 3).

Global brands also change their advertising messages in different countries. For example, Nescafe includes local artists in its advertisements for global market, while Coca-Cola and Colgate-Palmolive use their advertisements as prototypes by making regional changes (Ogan et al., 2007, p. 51).

3.12.3. Glocal Price Strategies

A definitions used in marketing for price is expressed as “the amount of money that consumers have to pay to obtain a product” (Fox & Kotler, 1980, p. 24). The most important feature that distinguishes price from other marketing mix elements is that it is related to income (Czinkota & Ronkainen, 2003, p. 23), and this is an element that businesses can use as a weapon (McCarthy & Perreault, 1993, p. 446).

Marketing management must determine price that will complement the marketing mix and make purchase as attractive as possible while establishing product, promotion, and distribution. At this stage, variables such as competition conditions,

prices of competing products, pricing methods, and sales conditions (terms, discounts, returns, loans, installments, etc.) need to be considered (Tek & Özgül, 2005, p. 636).

Global firms apply different pricing strategies for different countries. McDonald's is growing by opening new restaurants when the competition is not intense in the rapidly growing international markets. Although this strategy is an example of globalization, it is a glocal focus that is still maintained. McDonald's applies different pricing strategies for different countries. The most crucial point here is that companies apply this strategy by choosing the right price for the right market, while determining different prices for each country. It determines the price by analyzing the price perception of consumers for each country and its competitors (Vignali, 2001, p. 99).

3.12.4. Glocal Distribution (Place) Strategies

Distribution, or place, is the whole of transactions and activities from the delivery of a good or service to the sales units of manufacturer until it reaches the hands of consumer (Martin, 2007, p. 171). Distribution channel is the movement of products from producers to consumers. Intermediary institutions such as wholesalers, retailers, and agencies operate on the distribution channel and ensure the physical movement of products from hand to hand. Although these institutions are external factors, selecting third parties and running the activities are related to marketing management. The tasks of marketing management are to create most appropriate distribution channel and to deliver products to appropriate markets at appropriate times (Tek, 1999, p. 45).

Distribution strategies, design, and management of distribution channels can be adapted to local markets. One of the essential factors in demanding the goods is the availability of the goods. The way and diversity that global businesses will follow to deliver their products to consumers in local markets require crucial planning (Theodosiou & Leonidou, 2003, p. 161).

4. EFFECT OF GLOCALIZATION STRATEGIES IMPLEMENTED BY SOUTH KOREA-BASED GLOBAL COMPANIES ON BRAND PREFERENCE IN TÜRKİYE

4.1. Purpose of the Dissertation

Global brands apply several strategies in order to influence consumers' brand preferences. The concept of glocalization has emerged as global companies develop localized strategies that take into account the tastes and needs of people living in a certain region. Especially in global markets where global competition prevails, the adaptation of global companies to the local without losing their brand perception can have a positive effect on their market shares.

Global brands can easily be perceived as global due to the strategies they implement. However, in some cultures where the ethnocentric tendencies of the consumers are high, being local or even being perceived as global may be more advantageous for brands. In addition, the localization of global companies may also have an impact on their market shares. In this context, it is necessary to reveal the effects of global brands' perception of locality on consumers' attitudes towards the brand. The brand preferences of local consumers have a very important place in the formation of this effect. Thus, the main purpose of this dissertation is to determine the effect of glocal marketing strategies on consumers' brand preferences. In the dissertation, South Korean companies operating in Türkiye were examined.

4.2. Population and Sample

The sample of this dissertation consists of consumers over the age of 18 who live in Türkiye and are aware of South Korean global brands (i.e. Hankook Tire, Hyundai, Kia Motors, LG, Missha, and Samsung) operating in Türkiye. The data of the dissertation were collected via the questionnaire prepared online between March 15 and April 12, 2022.

Attention was paid to ensure that the consumers are accessible to the products and that their purchasing power is sufficient. Before starting the dissertation, the selected brands were pre-tested with 20 consumers, and it was questioned whether they were familiar with these brands. In the survey, the names of six South Korean companies operating in Türkiye on a global scale were given. Then, the participants were asked to answer the questions based on these brands.

While determining the volume of the sample, which is designed to represent population well in sampling, care needs to be taken to ensure a certain level of reliability (Atan et al., 2012). For researches, determining the sample size is considered to be the most difficult process (Kavak, 2013, p. 227). Especially for social sciences studies, the inability to precisely determine the number of population makes it difficult to calculate the number of samples. Since the size of sample is estimated through mathematical and statistical calculations, it is also stated that the analysis results of sample do not fully reflect the preferences of population (Yazıcıoğlu & Erdoğan, 2004, p. 231). Even so, some studies presented that as the sample size increases (i.e. larger than 400), the method becomes more sensitive and almost no difference is detected (Tanaka, 1993, p. 373). In this direction, the hypotheses of this dissertation were tested with 421 usable questionnaires.

4.3. Data Collection

In order to determine the effect of glocal marketing strategies implemented by South Korean companies on brand preference, the survey method was used as a data collection method in this dissertation. The questionnaire form used in the dissertation consists of three parts.

In the first part, a personal information data form was addressed to describe the demographic characteristics of the participants. Within the scope of this study, a total of five questions were asked: age, gender, marital status, educational level, and average monthly income.

In the second part of the questionnaire, the Consumer Preference Scale developed by Chang and Liu (2009) was used to measure the consumer brand

preferences of the participants. Within the scope of this scale, four questions were asked to reveal the brand preferences of consumers. With the idea of being a guide, the names of six global companies headquartered in South Korea operating in Türkiye were mentioned at the beginning of the second and third part of the questionnaire.

In the third part of the questionnaire, the Global Marketing Strategy Scale developed by Hacıfendioğlu and Candan (2009) was given. The scale used in this dissertation has 30 questions, and consists of six sub-dimensions, which are sensitivity skills, product skills, promotion skills, price skills, distribution skills, and environment skills. These sub-dimensions were asked using a 5-point Likert scale (1: Strongly Disagree, 5: Strongly Agree).

The questionnaire used in this dissertation was prepared through Google documents and presented to the participants online. Before starting the online surveys, the participants were asked to complete the Voluntary Participation Form, in which they declared that they accept to participate in the research. Also, the participants were informed about the purpose of the research and probability of contacting them again if deemed necessary. Lastly, it was explained that their information and answers would not be shared with third parties under any circumstances. While the participants who agreed to participate voluntarily continued the survey, those who refused to participate were blocked from accessing the questionnaire.

4.4. Limitations of the Research

In addition to its contribution to the relevant literature, this dissertation also has some limitations. Considering these limitations may enable the results obtained to be evaluated more soundly and to be a more effective infrastructure tool for future research.

Sample selection is one of the most important limitations of the dissertation. In Türkiye, every individual is a potential consumer, and for this reason, there are millions of people in the consumer position. Although the population of this dissertation is all consumers in Türkiye, the sample selection remains limited. For this reason, it may not be possible to fully represent the entire population in Türkiye.

Regarding to this issue, a related limitation of the research carried out is about the generalizability of the findings obtained as a result of the research. The fact that the research sample was selected from only certain individuals reveals that there may be deficiencies in the generalization of the findings to all consumers. This is a limitation for the dissertation.

Another limitation of the dissertation could be the fact that the surveys mentioned only the 'big' Korean global/glocal companies. If the participants were given the names of Korean SMEs operating in Türkiye, results could have been different. Lastly, if the surveys were conducted both online and offline, results could have been more plentiful.

4.5. Hypotheses and Research Design

The main research question of this dissertation is whether glocalization strategies have an effect on consumer preferences. In this direction, the main research hypothesis is formulated as follows:

H₁ : The glocalization strategies implemented by firms have a direct and positive effect on consumer preference.

In line with this basic hypothesis, additional hypotheses for the six sub-dimensions of glocalization strategies are formulated as follows:

H_{1a} : The sensitivity dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1b} : The product dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1c} : The promotion dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1d} : The price dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1e} : The distribution dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1f} : The environment dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

In this direction, the basic research design representing these hypotheses is shown in Figure 4.1:

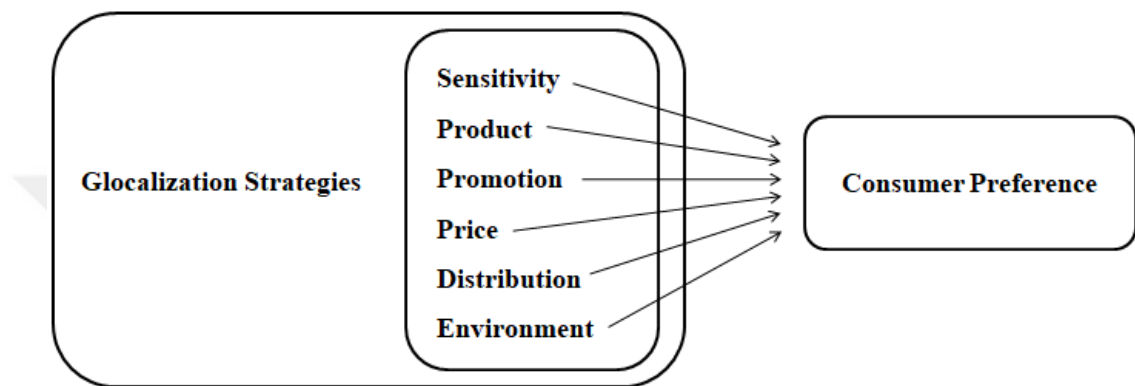


Figure 4. 1. Research Design

4.6. Analysis and Results

In this section, information about the characteristics of the sample for this dissertation is given. Then, by using a statistical software named the Statistical Package for the Social Sciences (usually known as and hereinafter the SPSS), reliability and validity tests, factor analysis findings, correlation analysis findings, and regression analysis findings are examined and interpreted.

4.6.1. Descriptive Statistics

The analyzed description of the participants and percentage values are shown in Table 4.1. It is seen that a total of 421 participants answered the questionnaire. Of these participants, 63.9% are men and 36.1% are women. The average age of the participants in this dissertation is 42.1 years old. 61.5% of the participants are married and 38.5% are single.

Table 4. 1. Descriptive Statistics

		N	%	Mean
Gender	Male	269	63.9	
	Female	152	36.1	
Age				42.1
Marital Status	Married	259	61.5	
	Single	162	38.5	
Educational Level	Primary education	16	3.8	
	Secondary education	75	17.8	
	Associate's Degree	44	10.5	
	Bachelor's Degree	188	44.7	
	Graduate Degree	98	23.3	
Monthly Income	Less than 4,250 ₺	71	16.9	
	4,251-7,000 ₺	90	21.4	
	7,001-10,000 ₺	150	35.6	
	10,001-15,000 ₺	62	14.7	
	More than 15,000 ₺	48	11.4	
Total		421	100	

Before examining of the participants' educational level, it would be helpful to go over the educational system in Türkiye. According to the Council of Higher Education (n.d.), one's education may begin with pre-primary education, which is non-compulsory, for children under five years old. Compulsory education applies to students whose ages are between six to 17 years old and covers from elementary school to high school. Primary education means four years of elementary school education (i.e. 1st, 2nd, 3rd, and 4th grade). Elementary education means four years of middle school education (i.e. 5th, 6th, 7th, and 8th grade). Secondary education refers to four years of high school education (i.e. 9th, 10th, 11th, and 12th grade); specifically, students can choose to enter either general high school, or vocational/technical high school. After 12 years of these compulsory education, students may choose to enter higher educational institution to receive either an Associate's Degree ("awarded after the completion of a two-year study program by universities and foundation postsecondary vocation schools") or a Bachelor's Degree ("awarded after the completion of a four-year study program" by universities) (Council of Higher Education, n.d.). Lastly, a

master's degree or doctoral degree under the term of graduate degree can be earned in Türkiye. Within the scope of this dissertation, however, those participants who represented their educational level as “primary education” means that they graduated from middle school.

When the participants' answers were analyzed according to their educational level, it is seen that 3.8% of them are middle school graduates, 17.8% are high school graduates, 10.5% have associate's degrees, 44.7% have bachelor's degrees, and 23.3% have graduate degrees. It is noteworthy that nearly half of the participants have a bachelor's degree. In this study, as mentioned before, the effect of companies' glocalization strategies on consumers' brand preferences is investigated. For this reason, expendable income levels are very important. While 16.9% of the participants have a monthly income of 4,250 Turkish Lira (TL) or less, 21.4% between 4,251–,000 TL, 35.6% between 7,000–10,000 TL, 14.7% between 10,000–15,000 TL, and 11.4% of them have a monthly income of more than 15,000 TL.

4.6.2. Factor Analysis

The main subject of this dissertation is to investigate the effect of companies' glocalization strategies on consumer brand preferences. For this reason, questions were asked to the participants in the survey with two different scales under different headings to determine the glocalization strategies of the companies and the brand preferences of the participants. Thus, the variables to be used in the models were obtained. With an effective factor analysis, it can be confirmed that there is no correlation between the variable or factors obtained. Thus, effective results can be obtained from the models for estimation. It was envisaged to apply factor analysis to the questions posed to the participants for the purpose of determining the validity of the scales.

For all scales addressed within the scope of the questionnaire, the participants gave answers to each question using a 5-point Likert scale: that is, “Strongly Disagree,” “Disagree,” “Neither agree nor disagree,” “Agree,” and “Strongly Agree”. The questions in the survey were scored as 1 for the statement "Strongly Disagree" and 5 for the statement "Strongly Agree."

Factor analysis is also used for validity analysis. There are basically two applications within the scope of factor analysis. The first of these is exploratory factor analysis, which aims to reveal and explore the factor structure underlying the expressions representing the variables of a scale that has been newly created or developed in a region with different cultural, social and other dynamics. The other is confirmatory factor analysis, which is used to control whether a previously used scale complies with the original factor structure when used in the current dissertation, and if so, to what extent it is suitable (Suhr, 2006). In addition, exploratory factor analysis allows the researcher to examine the factors under which the items are loaded (Coakes, 2005), while confirmatory factor analysis examines the verification process of the researcher's model by the data (Noar, 2003). For this reason, it would be more appropriate to use confirmatory factor analysis in this dissertation. The necessary analyses for the dissertation were made with the SPSS.

Reliability analysis should be used to examine the internal consistency between the items in a scale and to determine the relationships between these items (Bayram, 2004, p. 14). For this purpose, the Cronbach's alpha for each scale used in the dissertation was calculated. The coefficient alpha calculated by Cronbach (1951) is used to calculate the reliability levels of measurements consisting of more than one component. As the Cronbach alpha coefficient approaches 1, it is concluded that the internal consistency level of the items in the scale is higher. At the same time, the Cronbach's alpha is objective and contains less subjective judgments compared to other reliability methods (Kartal & Dirlik, 2016, pp. 1874-1875).

While determining the factor structure of the scale, some modifications were made on the scales, because some items were not within acceptable limits. The changes made in the scale as a result of the modifications are given in Table 4.2. As can be seen in the table, a total of 10 statements (i.e. one from the sensitivity, six from the product, and three from the environment sub-dimensions of the glocalization scale) were removed from the scale. Therefore, only sensitivity, promotion, price, and distribution (place) sub-dimensions of glocalization strategy were considered for further analysis from now on.

Table 4. 2. Changes to Scale

Dimension		Number of Items (Original)	Number of Items (Removed)
Consumer Brand Preference Scale		4	0
Glocalization Strategies Scale	Sensitivity	8	1
	Product	6	6
	Promotion	7	0
	Price	3	0
	Distribution (Place)	3	0
	Environment	3	3

The reliability coefficient values of the scales and sub-dimensions used in this dissertation are shown in Table 4.3. The reliability coefficient (i.e. Cronbach's alpha) obtained as a result of the reliability analysis of the scale used to determine the consumer brand preference in the dissertation was found to be 0.910, while the Cronbach's alpha value obtained for the glocalization strategies was found to be 0.889. In addition, the reliability coefficients of the sub-dimensions of the glocalization strategy scale were found to be 0.952 for sensitivity, 0.824 for promotion, 0.881 for price, and 0.855 for distribution (place). The results obtained show that the reliability of the scales is high.

Table 4. 3. Reliability Statistics

Scale		Cronbach's alpha	N of Items
Customer Brand Preference		.910	4
Glocalization Strategies		.889	28
Sub-dimensions of Glocalization	Sensitivity	.952	7
	Promotion	.824	3
	Price	.881	3
	Distribution (Place)	.855	3

Since the brand preference scale consists of one dimension, factor analysis was only performed for the glocalization strategies scale. In the application of factor analysis, principal component analysis as factor derivation technique and varimax rotation technique as rotation technique was used. In addition, the number of factors with eigenvalues "greater than 1" and the constraints of factor loads "greater than 0.30"

were discussed (Bayram, 2004, p. 15). The Kaiser-Meyer-Olkin (KMO) value was calculated to evaluate the suitability of the sample consisting of a total of 421 participants for factor analysis in terms of size. Supposing that the KMO value is in the range of 0.90-1.00, it is considered as excellent. If the KMO value is in somewhere between 0.80-0.89, it is considered as very good. When the KMO value lies in 0.70-0.79, it is considered as good. The results of the KMO test and the Bartlett's test used to check whether the correlation matrix obtained in the analysis is the unit matrix are presented in Table 4.4.

Table 4. 4. Kaiser-Meyer-Olkin Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	10287.780
	df	870
	Sig.	.000

The KMO measure of sampling adequacy value was 0.916. This value shows that the data is perfectly suitable for factor analysis. Whether the correlation matrix obtained from the analyses is the unit matrix or not is determined by the Bartlett's test. As a result of the Bartlett's test, it was found that the correlation matrix is not a unit matrix. According to these results, it can be said that factor analysis can be applied to the data group.

Total Variance Explained values are shown in Table 4.5. It is seen that there are as many components as the number of items in the Initial Eigenvalues column. The Initial Eigenvalues column shows the contributions of each factor to the total variance. In addition, the cumulative percentage of each factor's contribution to the total variance is also included in the Initial Eigenvalues column. The Extraction Sum of Squared Loading column offers a suggestion for the number of factors. In this column, five factors are suggested for confirmatory factor analysis. The contribution of these five factors to the total variance is 81.448%.

Table 4. 5. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.632	38.162	38.162	7.632	38.162	38.162	5.789	28.943	28.943
2	5.227	26.137	64.299	5.227	26.137	64.299	3.555	17.773	46.716
3	1.744	8.719	73.018	1.744	8.719	73.018	3.104	15.521	62.238
4	.861	4.304	77.322	.861	4.304	77.322	2.389	11.946	74.184
5	.825	4.126	81.448	.825	4.126	81.448	1.453	7.264	81.448
6	.610	3.049	84.498						
7	.449	2.245	86.743						
8	.403	2.014	88.756						
9	.357	1.783	90.539						
10	.325	1.627	92.167						
11	.302	1.508	93.675						
12	.245	1.227	94.902						
13	.223	1.116	96.018						
14	.189	.945	96.962						
15	.161	.803	97.765						
16	.145	.726	98.492						
17	.096	.480	98.971						
18	.084	.421	99.392						
19	.064	.321	99.713						
20	.057	.287	100.000						

Finally, the rotated component matrix obtained using the varimax rotation technique is shown in Table 4.6. Applied confirmatory factor analysis was carried out by including all scale items. In the analysis results obtained, it was accepted that the items collected under more than one factor belonged to the factor with the highest value. In the factor analysis indicating the final result, the KMO coefficient and the Bartlett's test result ($p=.00$, $p <.01$) showed that the factors were significant. As a result of the analysis, the scale items were grouped under five factors. These results show that the scale used in the dissertation has construct validity.

Table 4. 6. Factor Analysis Results –Rotated Component Matrix

	Component				
	1	2	3	4	5
I would think of purchasing this brand(s) before other brands.	.718				
Even if the features of other brands are as good as that of this brand, I would still prefer this brand(s).	.777				
Even if other brands offer much better deals, I would still prefer this brand(s).	.878				
I would still prefer this brand(s) for future purchase.	.892				
There is an enough variety of products.		.780			
Products meet my expectations.		.857			
It is important for me that the parts used in products are purchased from the domestic manufacturer.		.855			
The culture and beliefs of our society are taken into account in the selection of materials used in products.		.867			
The design of the products is suitable for the conditions of our country.		.852			
The motifs and patterns that our society is accustomed to are also included in product design.		.851			
Prices are reasonable.		.756			
The language used in advertisements also appeals to our society.			.828		
The theme used in advertisements also appeals to the emotions, thoughts and feelings of our society.			.773		
Things given along with products such as gifts and coupons meet the expectation of our society.			.621		
The attire of staffs is in line with our culture.				.871	
Local decorative motifs are also used in the store.				.852	
There is warm and friendly atmosphere in the store.				.531	
I feel like I am at home in the store.					.854
The store pays attention to cleanliness and maintenance.					.770
The understanding of service is in accordance with the moral rules, customs and traditions of our society.					.683

1: Customer Brand Preferences, 2: Sensitivity, 3: Promotion, 4: Price, 5: Distribution (Place)

According to the results obtained from the factor analysis, the survey items were gathered under the relevant factors in line with the design of the scale. In this case, appropriate values were determined for the relevant analysis.

4.6.3. Correlation Analysis

In order to look into the association or relationship between two or more variables, a correlation analysis is performed. When the analysis is done, a correlation coefficient denoted by the letter r values ranges from -1 to +1. As the correlation coefficient gets closer to +1, the relationship between the tested variables is perfectly related in a positive, linear manner. As the correlation coefficient gets closer to -1, the relationship between the tested variables is perfectly related in a negative, linear manner. If the correlation coefficient turns out to be 0, then it means that there is no relationship between the tested variables. To be more specific, if the size of correlation is between 0-1.00, then it is interpreted that there is a very high or very strong positive/negative correlation. If the size of correlation is between 0.70-0.90, then it is interpreted that there is high or strong positive/negative correlation. If the size of correlation is between 0.50-0.70, then it is interpreted that there is moderate positive/negative correlation. If the size of correlation is between 0.30-0.50, then it is interpreted that there is low or weak positive/negative correlation. If the size of correlation is between 0.00-0.30, then it is interpreted that there is negligible or no correlation (Büyüköztürk, 2006; Gogtay & Thatte, 2017).

The correlation coefficients for all the variables used in this dissertation are presented in Table 4.7. After the relationship, or causality, between the dependent variable (i.e. consumer brand preference) and independent variables (i.e. four sub-dimensions of glocalization strategy) is examined, it can be said that the relationship between the variables seems to be weak and moderate positive. In general, it can be said that there is a meaningful, positive relationship between the dependent variable and independent variables used in this dissertation.

Table 4. 7. Correlation Analysis Results

		Mean	SS	1	2	3	4
Consumer Brand Preferences		4.33	.73				
Glocalization Strategies	Sensitivity	4.60	.66	.500**			
	Promotion	3.21	1.11	.229**	.105*		
	Price	3.73	1.01	.334**	.197**	.661**	
	Distribution (Place)	3.22	1.12	.288**	.112*	.687**	.718**

** $p < 0.01$, * $p < 0.05$

4.6.4. Regression Analysis

First of all, in order to test the hypotheses formulated for the research model, consumers' attitudes towards brand preferences were considered as the dependent variable, and glocalization strategy values and its sub-dimensions were determined as independent variables. Thus, the effect of the independent variables on the dependent variable was tested by regression analysis using the SPSS.

In this dissertation, classical linear regression analysis was used to test the predetermined hypotheses. Thus, whether the independent variables have an effect on the dependent variable and, if so, the size of the effect can be determined. The analysis performed to explain the cause-effect relationship between the variable(s) that is thought to affect a variable and to determine the effect levels of the independent variable on the dependent variable is called regression analysis (Gujarati & Porter, 2009, p. 128). In cases where the relationship between the variables used in the regression analysis is linear, linear regression analysis is applied. In linear regression analysis, the least squares estimation method is used for the estimation of the parameters.

After the estimation results for all models are examined, the R^2 values, which are called the coefficient of determination and the explanation ratio of the dependent variable by the independent variables, are presented from Table 4.8 to Table 4.13. These ratios show that the explanatory power of all models is sufficient. The F-statistic is taken into account when deciding whether the econometric models are meaningful as a whole. When these values are examined, it is seen that F-statistic is bigger than

Prob(F-statistic) for all models. For this reason, it can be said that all models are meaningful as a whole.

According to Model 1's general estimation results shown in Table 4.8, it is seen that the coefficient of glocalization strategies is statistically significant at the 99% confidence level ($p=0.00 < 0.01$). The beta coefficient, or regression coefficient, of glocalization strategies variable was found to be a positive value ($\beta = 0.407$). In other words, it was estimated that an increase of 0.407 units would occur in customer brand preference against a one-unit increase in glocalization strategies in general. In this situation, "H₁: The glocalization strategies implemented by firms have a direct and positive effect on consumer brand preference." hypothesis is supported.

According to Model 2's general estimation results shown in Table 4.8, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00 < 0.01$), and the coefficients of price and distribution are statistically significant at the 95% confidence level ($p=0.00 < 0.05$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.455$). In other words, it was estimated that an increase of 0.455 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this situation, "H_{1a}: The sensitivity dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference." hypothesis is supported. The beta coefficient of price of price variable was found to be a positive value ($\beta = 0.012$). In other words, it was estimated that an increase of 0.012 units would occur in customer brand preference against a one-unit increase in price sub-dimension of glocalization strategy. In this situation, "H_{1d}: The price dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference." hypothesis is supported. Lastly, the beta coefficient of price of distribution (place) variable was found to be a positive value ($\beta = 0.037$). In other words, it was estimated that an increase of 0.037 units would occur in customer brand preference against a one-unit increase in distribution (place) sub-dimension of glocalization strategy. In this situation, "H_{1e}: The distribution dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference." hypothesis is supported. In sum, glocalization strategies as a whole, and the sensitivity, price, and distribution sub-dimensions of glocalization strategy seem to have considerable effects

on customer brand preference, while the product, promotion, and environment sub-dimensions of glocalization strategy does not seem to have meaningful effects on customer brand preference.

Table 4. 8. General Estimation Results

	CBP Model 1			CBP Model 2		
	β	t	Sig.	β	t	Sig.
Glocalization Strategies	.407	9.126	.000**	-	-	-
Sensitivity	-	-	-	.455	10.987	.000**
Promotion	-	-	-	-.015	-.260	.795
Price	-	-	-	.159	2.532	.012*
Distribution	-	-	-	.134	2.092	.037*
R^2	0.166			0.315		
F	83.292			47.903		
$Sig.$.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

****** $p < 0.01$, ***** $p < 0.05$

According to Model 3's gender estimation results shown in Table 4.9, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$), and the coefficient of price is statistically significant at the 95% confidence level ($p=0.00<0.05$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.451$). In other words, it was estimated that an increase of 0.451 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. The beta coefficient of price variable was found to be a positive value ($\beta = 0.183$). In other words, it was estimated that an increase of 0.183 units would occur in customer brand preference against a one-unit increase in price sub-dimension of glocalization strategy. In this case, it has been determined that sensitivity and price sub-dimensions of glocalization strategy have considerable effects on male participants' customer brand preference.

According to Model 4's gender estimation results shown in Table 4.9, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level

($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.458$). In other words, it was estimated that an increase of 0.458 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on female participants' customer brand preference.

Table 4. 9. Gender Estimation Results

	CBP Male Model 3			CBP Female Model 4		
	β	t	Sig.	β	t	Sig.
Sensitivity	.451	8.881	.000**	.458	6.370	.000**
Promotion	.003	.035	.972	-.039	-.425	.671
Price	.183	2.337	.020*	.109	1.047	.297
Distribution	.142	1.679	.094	.107	1.081	.281
R^2	.352			.259		
F	35.793			12.829		
$Sig.$.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

**** $p < 0.01$, * $p < 0.05$**

According to Model 5's age estimation results shown in Table 4.10, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.728$). In other words, it was estimated that an increase of 0.728 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose ages are less than 30 years old.

According to Model 6's age estimation results shown in Table 4.10, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$), and the coefficient of price is statistically significant at the 95%

confidence level ($p=0.00<0.05$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.477$). In other words, it was estimated that an increase of 0.477 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. The beta coefficient of price variable was found to be a positive value ($\beta = 0.272$). In other words, it was estimated that an increase of 0.272 units would occur in customer brand preference against a one-unit increase in price sub-dimension of glocalization strategy. In this case, it has been determined that sensitivity and price sub-dimensions of glocalization strategy have considerable effects on customer brand preference of participants whose ages are between 31-40 years old.

According to Model 7's age estimation results shown in Table 4.10, it is seen that the coefficient of distribution is statistically significant at the 99% confidence level ($p=0.00<0.01$), and the coefficient of promotion is statistically significant at the 95% confidence level ($p=0.00<0.05$). The beta coefficient of distribution variable was found to be a positive value ($\beta = 0.332$). In other words, it was estimated that an increase of 0.332 units would occur in customer brand preference against a one-unit increase in distribution sub-dimension of glocalization strategy. The beta coefficient of promotion variable was found to be a positive value ($\beta = 0.182$). In other words, it was estimated that an increase of 0.182 units would occur in customer brand preference against a one-unit increase in promotion sub-dimension of glocalization strategy. In this case, it has been determined that distribution (place) and promotion sub-dimensions of glocalization strategy have considerable effects on customer brand preference of participants whose ages are more than 41 years old.

Table 4. 10. Age Estimation Results

	CBP Less than 30 years old Model 5			CBP Between 31–40 years old Model 6			CBP More than 41 years old Model 7		
	β	t	Sig.	β	t	Sig.	β	t	Sig.
Sensitivity	.728	7.742	.000**	.477	6.568	.000**	.025	.306	.760
Promotion	.124	.838	.406	-.150	-1.436	.154	.182	2.087	.038*
Price	-.103	-.744	.460	.272	2.314	.022*	.131	1.467	.144
Distribution	.104	.661	.511	.145	1.307	.194	.332	5.579	.000**
R^2	.544			.384			.234		
F	16.377			20.095			16.990		
Sig.	.000			.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

** $p < 0.01$, * $p < 0.05$

According to Model 8's marital status estimation results shown in Table 4.11, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$), and the coefficient of price is statistically significant at the 95% confidence level ($p=0.00<0.05$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.397$). In other words, it was estimated that an increase of 0.397 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. The beta coefficient of price variable was found to be a positive value ($\beta = 0.163$). In other words, it was estimated that an increase of 0.163 units would occur in customer brand preference against a one-unit increase in price sub-dimension of glocalization strategy. In this case, it has been determined that sensitivity and price sub-dimensions of glocalization strategy have considerable effects on married participants' customer brand preference.

According to Model 9's marital status estimation results shown in Table 4.11, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.520$). In other words, it was estimated that an increase of 0.520 units would occur in customer brand preference against a one-unit increase in

sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on single participants' customer brand preference.

Table 4. 11. Marital Status Estimation Results

	CBP Married Model 8			CBP Single Model 9		
	β	t	Sig.	β	t	Sig.
Sensitivity	.397	7.297	.000**	.520	7.970	.000**
Promotion	.040	.523	.602	-.095	-.989	.324
Price	.163	2.033	.043*	.150	1.480	.141
Distribution	.123	1.522	.129	.151	1.426	.156
R^2	.292			.358		
F	26.189			21.893		
Sig.	.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

****** $p < 0.01$, ***** $p < 0.05$

Initially, the data for educational level was collected under five groups from the survey participants (i.e. primary education, secondary education, associate's degree, bachelor's degree, and graduate degree). However, the data for primary education and secondary education have been grouped together for analysis. It is because the number of the participants who received primary education was 16, and the number seems to be small to be used in regression analysis and generate a reliable result.

According to Model 10's educational level estimation results shown in Table 4.12, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$), and the coefficient of price is statistically significant at the 95% confidence level ($p=0.00<0.05$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.599$). In other words, it was estimated that an increase of 0.599 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. The beta coefficient of price variable was found to be a positive value ($\beta = 0.177$). In other words, it was

estimated that an increase of 0.177 units would occur in customer brand preference against a one-unit increase in price sub-dimension of glocalization strategy. In this case, it has been determined that sensitivity and price sub-dimensions of glocalization strategy have considerable effects on customer brand preference of participants whose educational level is primary education and secondary education.

According to Model 11's educational level estimation results shown in Table 4.12, it is seen that the coefficients of distribution (place) is statistically significant at the 95% confidence level ($p=0.00<0.05$). The beta coefficient of distribution (place) variable was found to be a positive value ($\beta = 0.622$). In other words, it was estimated that an increase of 0.622 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that distribution (place) sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose educational level is associate's degree.

According to Model 12's educational level estimation results shown in Table 4.12, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.450$). In other words, it was estimated that an increase of 0.450 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose educational level is bachelor's degree.

According to Model 13's educational level estimation results shown in Table 4.12, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.490$). In other words, it was estimated that an increase of 0.490 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose educational level is graduate degree.

Table 4. 12. Educational Level Estimation Results

	CBP Primary&Secondary Education Model 10			CBP Associate'sDegree Model 11		
	β	t	Sig.	β	t	Sig.
	Sensitivity	.599	7.387	.000**	-.023	-.150
Promotion	-.058	-.542	.589	.010	.043	.966
Price	.177	1.712	.046*	-.124	-.433	.667
Distribution	.115	.996	.322	.622	2.270	.015*
R^2	.469			.270		
F	18.966			3.605		
$Sig.$.000			.014		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

** $p < 0.01$, * $p < 0.05$

(continued)	CBP Bachelor's Degree Model 12			CBP GraduateDegree Model 13		
	β	t	Sig.	β	t	Sig.
	Sensitivity	.450	7.188	.000**	.490	5.498
Promotion	-.007	-.089	.929	-.047	-.299	.766
Price	.197	2.045	.042	.099	.629	.531
Distribution	.084	.887	.376	.105	.733	.466
R^2	.313			.274		
F	20.881			8.774		
$Sig.$.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

** $p < 0.01$, * $p < 0.05$

According to Model 14's monthly income estimation results shown in Table 4.13, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.424$). In other words, it was estimated that an increase of 0.424 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined

that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose monthly income is less than 4,250 Turkish Lira.

According to Model 15's monthly income estimation results shown in Table 4.13, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.531$). In other words, it was estimated that an increase of 0.531 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose monthly income is between 4,251–7,000 Turkish Lira.

According to Model 16's monthly income estimation results shown in Table 4.13, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.456$). In other words, it was estimated that an increase of 0.456 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose monthly income is between 7,001–10,000 Turkish Lira.

According to Model 17's gender estimation results shown in Table 4.13, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$), and the coefficients of price and distribution (place) are statistically significant at the 95% confidence level ($p= 0.00<0.05$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.355$). In other words, it was estimated that an increase of 0.355 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. The beta coefficient of price variable was found to be a positive value ($\beta = 0.295$). In other words, it was estimated that an increase of 0.295 units would occur in customer brand preference against a one-unit increase in price sub-dimension of

glocalization strategy. The beta coefficient of distribution (place) variable was found to be a positive value ($\beta = 0.260$). In other words, it was estimated that an increase of 0.260 units would occur in customer brand preference against a one-unit increase in price sub-dimension of glocalization strategy. In this case, it has been determined that sensitivity, price, and distribution (place) sub-dimensions of glocalization strategy have considerable effects on customer brand preference of participants whose monthly income is between 10,001–15,000 Turkish Lira.

According to Model 18's monthly income estimation results shown in Table 4.13, it is seen that the coefficient of sensitivity is statistically significant at the 99% confidence level ($p=0.00<0.01$). The beta coefficient of sensitivity variable was found to be a positive value ($\beta = 0.553$). In other words, it was estimated that an increase of 0.553 units would occur in customer brand preference against a one-unit increase in sensitivity sub-dimension of glocalization strategy. In this case, it has been determined that only sensitivity sub-dimension of glocalization strategy has considerable effect on customer brand preference of participants whose monthly income is more than 15,001 Turkish Lira.

Table 4. 13. Monthly Income Estimation Results

	CBP Less than 4,250 ₺ Model 14			CBP 4,251-7,000 ₺ Model 15			CBP 7,001-10,000 Model 16		
	β	t	Sig.	β	t	Sig.	β	t	Sig.
Sensitivity	.424	4.072	.000**	.531	6.039	.000**	.456	6.465	.000**
Promotion	.110	.865	.390	-.085	-.665	.508	.094	.909	.365
Price	.074	.538	.593	.161	1.164	.248	.103	.897	.371
Distribution	.179	1.341	.185	.130	.994	.323	.092	.818	.415
R^2	.303			.361			.328		
F	7.188			12.019			17.729		
Sig.	.000			.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

** $p < 0.01$, * $p < 0.05$

(continued)	CBP 10,001-15,000 ₺ Model 17			CBP More than 15,001 ₺ Model 18		
	β	t	Sig.	β	t	Sig.
Sensitivity	.355	3.347	.001**	.553	4.243	.000**
Promotion	-.066	-.430	.669	-.291	-1.482	.146
Price	.295	2.013	.049*	.114	.522	.604
Distribution	.260	1.633	.050*	.233	.896	.375
R^2	.401			.341		
F	9.547			5.563		
Sig.	.000			.000		

Note: Dependent Variable is Consumer Brand Preferences (CBP).

** $p < 0.01$, * $p < 0.05$

When the results of these hypotheses are examined based on Model 1, it is seen that the H₁, H_{1a}, H_{1d}, and H_{1e} hypotheses are supported, while the H_{1b}, H_{1c}, and H_{1f} hypotheses are unsupported. The collective results of the hypotheses put forward as a result of the analyses are shown in Table 4.14. These results are discussed in detail in the conclusion section.

Table 4. 14. Hypothesis Results

Hypotheses	Result
H ₁ : The glocalization strategies implemented by firms have a direct and positive effect on consumer brand preference.	Supported
H _{1a} : The sensitivity dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference.	Supported
H _{1b} : The product dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference.	Unsupported
H _{1c} : The promotion dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference.	Unsupported
H _{1d} : The price dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference.	Supported
H _{1e} : The distribution dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference.	Supported
H _{1f} : The environment dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer brand preference.	Unsupported

5. CONCLUSION

Global businesses need to take into account social values, cultural and local habits, market structure, and market characteristics of the consumers in the markets in which they target. The companies directing their activities in line with this approach, which is expressed as glocal marketing strategies, and their activities to meet the consumer needs and demands of the local market will increase the market shares of the businesses. Global businesses that implement glocal marketing strategies enter the market by analyzing many factors that can make a difference in the local markets in which they operate, such as the structure of the market, its characteristics, consumer expectations, traditional and cultural characteristics. By creating suitable marketing mixes for local markets with different characteristics, it is possible to compete against other businesses.

Many global businesses operating in the world are now implementing glocal strategies. For each component of the marketing mixes, orientation activities can be carried out for the local characteristics of the market in different countries. In this dissertation, the effects of glocalization strategies implemented by South Korean businesses on consumers' brand preferences in Türkiye were examined. Findings from the dissertation show that glocalization strategies generally have significant effects on brand preference. It means that factors such as the way South Korean companies provide products/services, the way their services operate, the language and theme used in their advertisements, and the attitudes and behaviours of personnel towards customers positively affect the preference of South Korean brands by people living in Türkiye. Glocalization strategies consist of six sub-dimensions: sensitivity, product, promotion, price, distribution (place), and environment. For this reason, it is very important to find out whether each of these dimensions has a positive effect on consumer brand preference and to determine their level of effect.

First, it was found that the sensitivity sub-dimension has a significant effect on brand preference. This is because South Korean companies operating in Türkiye attach importance to the emotions, thoughts, and ideas of their customers, take into account national and religious feelings, shape their way of presenting and delivering

products/services according to the moral rules, traditions, and customs of the targeted society. Most importantly, the sensitivity sub-dimension reveals that making the 'foreign' brand feel like a domestic brand is effective in being preferred by consumers.

Second, it was found that the product sub-dimension does not have a significant effect on brand preference. This shows that purchasing the parts used in their products from domestic manufacturer, conformity of their products to the consumer expectations, and social habits do not seem to have a significant effect on brand preference. This may be due to the fact that the products of other companies within the same sector have similar characteristics.

Third, it was found that the promotion sub-dimension does not have a significant effect on consumer brand preference. This shows that the attitudes and behaviours of the personnel working in South Korean companies and the theme used by the companies for their advertisements do not seem to appeal to the unique feelings of the targeted society. In addition, it may mean that the extra, free gifts given by the companies with the products within the scope of promotion strategies do not seem to comply with the expectations of the society, and the language used in the advertisements is not effective on the consumer preference.

Fourth, it was found that the price sub-dimension has a significant effect on consumer brand preference. This situation shows that the prices of South Korean products/services are suitable according to the conditions of Türkiye, so that the consumer thinks that the price they pay is worth the money.

Fifth, it was found that the distribution (place) sub-dimension is effective on consumer brand preference. This sub-dimension includes the features of not being odd about the way companies provide services, getting used to the way services work, and taking into account the habits of targeted society in the presentation of goods and services. This situation shows that South Korean companies have glocalized in the way they provide goods and services in Türkiye.

Sixth, it was found that the environment, which is the last sub-dimension of glocalization strategies, is ineffective on consumer brand preferences. This reveals that

South Korean companies' use of local decorative motifs within the scope of their glocalization strategies and that the clothes of the personnels wear that are suitable for the targeted country's culture does not seem to have an effect on consumer preference.

One more result from this dissertation shows that glocalization strategies do affect consumer preferences, but this effect seems to be limited. The coefficient obtained is less than "one," which indicates that the glocalization strategies applied are partially effective. In addition, it was determined that the most effective factor among the six sub-dimensions of glocalization strategies was promotion. In other word, as the South Korean companies give more importance to promotional activities, it will be reflected positively on consumer preferences in Türkiye.

Together with all of these, companies that have not yet used glocalization strategies or want to use them more effectively in Turkish market are suggested to pay more attention to some issues while determining their glocalization strategies to attract consumer preferences. The beginning of these issues can be “taking into account national and religious feelings,” “appealing to the unique feelings of the targeted society,” “thinking that the price consumers pay is worth the money,” and “considering the habits of targeted society in the presentation of goods and services.”

In this direction, what can be suggested for South Korean companies operating in Türkiye is that they may continue with their glocalization strategies in order to affect consumer preferences successfully. Since firms' strategies need to reflect local tastes, coordinating firms' strategies in accordance with different markets will likely to benefit firms' market shares. For this reason, companies are recommended to adapt the results obtained from glocalization studies into their strategies more frequently.

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BIOGRAPHY

Jeene Lee completed her Doctor of Philosophy in Business Administration at the Gebze Technical University, Master of Business Administration in Healthcare Management at the Colorado Technical University - Online, and Bachelor of Science in Brain, Behavior, and Cognitive Sciences at the University of Michigan – Ann Arbor.



APPENDIXES

Appendix A: Publication related to the Dissertation

Lee, J. & Sezen, B. (2022). The effect of glocalization strategies implemented by global companies on consumer brand preferences in Türkiye: The case of South Korea. *Journal of Labour Relations*, 13(2), 147-175. <https://dergipark.org.tr/tr/pub/cider/issue/70198/1130829>



Appendix B: Questionnaires

Sayın Katılımcı,

Bu anket formu “Küresel Şirketlerde Uygulanan Glokalizasyon Stratejilerinin Türkiye’de Tüketici Marka Tercihine Etkisi: Güney Kore Örneği” adlı akademik bir çalışma için hazırlanmıştır. Çalışma tamamen bilimsel amaçlara hizmet etmekte olup, elde edilen veriler hiçbir kişi ya da kurumla paylaşılmayacaktır. Kişisel bilgileriniz kesinlikle gizli tutulacaktır. Lütfen her soruyu dikkatlice okuyunuz ve hiçbir soruyu cevapsız bırakmayınız. Anketin doldurulması yaklaşık 3 dakika sürmektedir. Çalışmaya yaptığınız katkı bizim için değerlidir, katılımınız için teşekkür ederiz.

Prof. Dr. Bülent SEZEN

Jeenee LEE

I. BÖLÜM: KİŞİSEL BİLGİLER

1. Cinsiyetiniz : Kadın Erkek
2. Yaşınız : _____
3. Eğitim Düzeyiniz : İlköğretim Lise
 Ön Lisans Lisans
 Lisansüstü
4. Aylık Gelir Düzeyiniz : 0–4.250 TL’den az 4.251–7.000 TL
 7.001-10.000 TL 10.001-15.000TL
 15.000 TL’den fazla

II. BÖLÜM: MARKA TERCİHİ ÖLÇEĞİ

Aşğıdaki sorular cevaplandırılırken Türkiye’de faaliyet gösteren Güney Kore merkezli firmaları (Hankook Tire, Hyundai, Kia Motors, LG, Missha ve Samsung) dikkate alınız.

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.	Diğer markalardan önce bu marka(lar)ı satın almayı düşünürüm.	1	2	3	4	5
2.	Diğer markaların özellikleri bu marka kadar iyi olsa bile yine bu marka(lar)ı tercih ederim.	1	2	3	4	5
3.	Diğer markalar daha iyi teklifler önerse de yine bu marka(lar)ı tercih ederim.	1	2	3	4	5
4.	Daha sonraki satın alımlarda yine bu marka(lar)ı tercih ederim.	1	2	3	4	5

III. BÖLÜM: GLOKALİZASYON STRATEJİ ÖLÇEĞİ

Aşğıdaki sorular cevaplandırılırken Türkiye’de faaliyet gösteren Güney Kore merkezli firmaları (Hankook Tire, Hyundai, Kia Motors, LG, Missha ve Samsung) dikkate alınız.

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.	Mal ve hizmetlerin kalite standardı tatmin edicidir.	1	2	3	4	5
2.	Ürünlerin çeşitliliği yeterlidir.	1	2	3	4	5
3.	Ürünler beklentilerime uygundur.	1	2	3	4	5
4.	Ürünlerde kullanılan parçaların yerli üreticiden satın alınması benim için önemlidir.	1	2	3	4	5
5.	Ürünlerde kullanılan malzemelerin seçiminde toplumumuzun kültür ve inançları dikkate alınmaktadır.	1	2	3	4	5
6.	Ürünlerin tasarımı ülke şartlarına uygundur.	1	2	3	4	5
7.	Ürün tasarımında toplumumuzun alışkın olduğu motif ve desenlere de yer verilmektedir.	1	2	3	4	5
8.	Fiyatlar makuldür.	1	2	3	4	5
9.	Ödediğim fiyatın karşılığını aldığımı düşünüyorum.	1	2	3	4	5

10.	Fiyatlar Türkiye şartlarına göre uygundur.	1	2	3	4	5
11.	Mal ve hizmetlerin sunumunda toplumun alışkanlıkları dikkate alınmaktadır.	1	2	3	4	5
12.	Müşteriler buradaki hizmet sunum şeklini yadırgamaz.	1	2	3	4	5
13.	Hizmetlerin işleyiş şekline alışkınım.	1	2	3	4	5
14.	Reklamlarda kullanılan dil topluma da hitap etmektedir.	1	2	3	4	5
15.	Reklamlarda kullanılan tema, toplumumuzun duygu, düşünce ve hislerine de hitap etmektedir.	1	2	3	4	5
16.	Ürünlerle birlikte verilen hediye, kupon vb. şeyler toplumun beklentilerine uygundur.	1	2	3	4	5
17.	Personelin müşterilere karşı tutum ve davranışları sıcak ve samimidir.	1	2	3	4	5
18.	Personelin müşterilere karşı tutum ve davranışları toplumun anlayacağı tarzdadır.	1	2	3	4	5
19.	Personelle iletişim konusunda zorluk çekmem.	1	2	3	4	5
20.	Personelin kıyafetleri bizim kültürümüze uygundur.	1	2	3	4	5
21.	Mağazada yöresel dekoratif motifler de kullanılmaktadır.	1	2	3	4	5
22.	Mağazada sıcak ve samimi bir ortam vardır.	1	2	3	4	5
23.	Mağazada kendimi evimde gibi hissederim.	1	2	3	4	5
24.	Mağazada temizlik ve bakıma önem verilir.	1	2	3	4	5
25.	Hizmet anlayışı toplumumuzun ahlaki kurallarına, gelenek ve göreneklerine uygundur.	1	2	3	4	5
26.	Müşterilerin duygu düşünce ve fikirlerine önem verilmektedir.	1	2	3	4	5
27.	Olaylara müşterileri açısından da bakabilmekte ve değerlendirebilmektedir.	1	2	3	4	5
28.	Müşterilerinin milli ve dini duygularını dikkate alan bir hizmet anlayışı vardır.	1	2	3	4	5
29.	Topluma yönelik sosyal sorumluluklarını yeterince yerine getirmektedir.	1	2	3	4	5
30.	Bana yerli (ulusal) marka hissi de vermektedir.	1	2	3	4	5