

EFFECTS OF THE COVID 19

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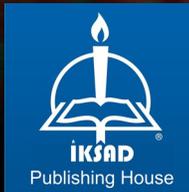
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Selman ARSLANBAŞ



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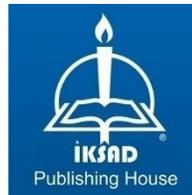
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PREFACE

Epidemic diseases, which can be seen in every period throughout history, cause disruptions in social activities and pauses in social, economic and cultural fields. COVID-19 first appeared in Wuhan, China. Then in the Far East after Iran, the European states, has been seen in the US and Turkey. It was declared as a "pandemic" worldwide on 11 March 2020 by the World Health Organization. COVID-19 has been spreading rapidly throughout the world and has impacted health, economy, education and social dynamics of the population enormously. Therefore, the global impact of COVID-19 is discussed around several areas such as economics, business, politics, education, sports, marketing, tourism, culture, health and medicine, transport, information technology.

This work includes studies written in the field of COVID-19. The objective of book is to present the investigations based on the extensive research on the different areas of life impacted by COVID-19 pandemic and the possible solutions to the challenges faced by people during this time. In this book, there are four different studies that examine the COVID-19 pandemic and broad-perspective solution approaches to it. There are studies on the global and national effects of the COVID-19 epidemic. However, there are studies on the effects of the epidemic especially on banking services, health services and businesses. We hope that the book will be useful for practitioners and researchers.

I would like to thank the IKSAD Publishing House team, especially Head of Publishing House Mr. Sefa Salih Bildirici, who contributed to the preparation of the work, for winning a valuable work to the scientific literature.

Assoc. Prof. Dr. Aliye AKIN

CHAPTER 1

**CRM IN RETAIL BANKING FROM
SALESPEOPLE’S PERSPECTIVE IN THE COVID-19
OUTBREAK¹**

Petek TOSUN²

¹ The abstract of this study has been presented on the 2nd International Conference on COVID-19 Studies (26-27 August 2020) and was published in the conference proceedings.

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INTRODUCTION

The new coronavirus disease (COVID-19), which has stemmed in December 2019, has been declared as a pandemic by the World Health Organization in March 2020 and turned into a global health crisis (Liu et al., 2020). Besides wars, pandemics have been the most dangerous and fearful threats to human life throughout history. As of August 2020, the pandemic has cost more than 777,000 lives worldwide with approximately 22 million cases and it was still ongoing. Besides its devastating impact on the health systems, the pandemic has led to an unpredictable change in the economic and social environment and the business and social life.

The pandemic has hit the world by leading to the closure of non-mandatory businesses and problems in the supply chains of essential businesses such as food (Weersink et al., 2020). The required physical distance between people forced governments to impose legal restrictions on some transactions and social gatherings that were natural elements of daily life before the pandemic. Many companies in the retail, services, hospitality, and tourism sectors and restaurants were shut down, leading to a decline in the economic activities in many parts of the world (Gray, 2020). To avoid physical contact with other people, consumers increasingly used the internet for their transactions in many societies. The simplest consequence of this change in consumer behavior has been the increased volume and share of e-commerce in the business-to-consumer markets. Digital technologies that were life-facilitating alternatives before the

pandemic have become fully functional and nearly indispensable. Many people, mostly seniors used some digital platforms for the first time. This unexpected occurrence has also changed the general paradigm to work together in offices and many sectors tried remote working.

Although many technical sectors such as companies operating in telecommunications or information technologies sectors have adopted flexible working or telecommuting models in the last decades, financial services institutions such as banks generally have been more traditional in terms of giving face-to-face customer service to their customers in branches. Some bank brands give only digital services, but this is not the general case in most countries in Europe and Asia. Together with the psychological and economic burden of the pandemic, such challenges influenced employees intensely (Öge & Çetin, 2020).

At a strategic geographical location connecting two continents, Turkey has also faced the challenges of the pandemic like other countries in the world. After the detection of the first COVID-19 case in March 2020, Turkish society witnessed government regulations that aimed to limit contagion and protect public health. To support companies and people who reduced working hours the government has announced several support packages including a wage subsidy ensuring that the majority of the workers did not suffer because of the COVID-19 restrictions. Besides, many corporations including financial services institutions announced corporate social

responsibility campaigns to support health sector employees and their customers.

Besides these initiatives, many institutions reorganized their business handling in several ways such as allowing remote working, reducing service hours, and limiting customers' visits to stores. Transforming business and management practices has been an organizational capability in handling the pandemic (Liu et al., 2020). In this general context, banks have adopted remote working and social distancing rules in their branches and other workspaces. This change has inevitably influenced salespeople's relationships with their customers since the ways of interacting and communicating have changed dramatically.

Banks are among the primary elements of business life and vital institutions for the functioning of the economy. Many companies that operate in the essential sectors need to be financially stable to be able to keep on producing and distributing mandatory products such as food (Weersink, 2020). So, banks must continue servicing their customers in all conditions to prevent bigger problems that could diffuse to all agents in the economy. It may be considered as financial institutions' responsibility to keep on giving service in crisis times such as the pandemic. Providing loans, rescheduling repayment plans, and providing service for transactions can be listed as examples of the essential roles of banks in the economy.

As a sector mainly depends on relationship marketing, this shock has influenced banking. As the central players of the economic activity, banks had the responsibility to handle the health crisis well in many aspects including providing good customer service. Thus, the purpose of this study is to explore the impact of flexible and remote working during the COVID-19 pandemic on customer relationship management (CRM) in retail banking. A survey was conducted on customer relationship managers, branch managers, and direct sales personnel working in the banking sector in Istanbul, Ankara, and Konya regarding their self-assessment of CRM and sales performance during the remote working conditions in the COVID-19 outbreak. Perceived sales performance included selling banking products and services to customers with targeted profit margins, providing easily-reachable customer service, and offering the best service possible to customers. The research questions of the study can be listed as: “What is the impact of flexible and remote working during the COVID-19 pandemic on CRM in retail banking? How did the banking sector employees interpret this process? Did gender, work experience, or bank’s network size make a difference in CRM perceptions?” After a summary of the conceptual background regarding CRM in retail banking, the findings of the survey will be explained.

1. CRM IN RETAIL BANKING

Relationship marketing, which has been a paradigm shift in the marketing theory, views marketing as a social and interactive process in which building and maintaining relationships with customers are

essential (Grönroos, 1994). In the competitive business environment, strong customer relationships are the primary elements of competitive advantage, especially for service companies (Dagger et al., 2011). Building and maintaining strong relationships with customers is the essence of banking. Strong relationships between the sales representatives and customers constitute the basis of successful retail banking. In this context, sales representatives or salespeople are often named as “customer relationship managers” in banks.

Customer relationship is maintained generally by portfolio management. Customers are assigned to specific salespeople who are responsible for servicing them. This assignment can be based on various segmentation criteria, for example, one relationship manager can manage approximately 250 mass customers, while a private banking relationship manager can be responsible for 50 customers who have a high amount of assets under management and a higher need for daily assets monitoring.

Besides branch services, financial institutions generally invest in online banking services to provide continuous service via the internet and mobile banking. Moreover, bank headquarters are focusing on customer management, generally by the collaboration of product management, segment management, and customer relationship management teams. Such initiatives are also considered as banks’ investments in customer relationships (Dagger et al., 2011). Adopting new technologies, providing high-quality service, and trying to retain existing customers with the help of various loyalty programs and

special marketing offerings are among the elements of CRM in banking. Customers are more likely to engage in a relationship with a bank if they perceive that their benefits will exceed costs (Dagger et al., 2011).

Special treatments or customizations in service such as price waivers or special services positively influence customer relationships and loyalty to the bank (Koutsothanassi et al., 2017). The efficiency of the bank's services, which can be named as functional service quality positively influences bank trust and constitute a criterion for bank preference (Monferrer-Tirado et al., 2016). Other predictors of bank trust and loyalty can be listed as transparency, competence, and customer orientation (van Esterik-Plasmeijer & van Raaij, 2017). Customer satisfaction with the service, bank trust, and customer commitment are the main factors of customer relationship quality in services (Estrada-Guillén et al., 2020). These elements are mainly transmitted to customers via CRM touchpoints.

Good and strong relationships with customers have a positive impact on customer commitment and loyalty, and customer loyalty positively influences repeat sales and profits (Dagger et al., 2011). Loyal customers are more likely to recommend the brand and spread positive word-of-mouth. Besides, strong relationships and a well-designed CRM strategy directly contribute to a bank's profitability and become an essential asset for long-term competitive advantage. Therefore, creating a satisfied and loyal customer portfolio is more crucial than ever for banks (Koutsothanassi et al., 2017).

In this context, salespeople are among the core elements of retail banking. They must build mutual trust and commitment in their customer relationships. The health crisis has nearly stopped many economic and financial activities but this inactivity was not sustainable, so many businesses tried hard to maintain their sales and operations during the pandemic. To keep on functioning, members of the workforce who have been used to manage their businesses in conventional ways were required to try new technologies and systems. This transition was so fast and the time allocated for learning and adaptation was very limited if existed. This unexpected crisis has also influenced banking, accelerated the adoption of remote working technologies, and pointed the way to new working conditions and workspaces (Haak-Saheem, 2020).

COVID-19 had a significant negative impact on physical and mental health. The primary negative feelings caused by the pandemic were fear and anxiety (Ahorsu et al., 2020). People who got exposed to bad news about the losses worldwide had increased concerns, anxiety, and fear, leading to increased stress levels and a decreased level of life satisfaction (Satici et al., 2020). In times of crisis, the relationship between salespeople and customers has gained more importance. In general, crises create an emotional environment and influence the relationship between banks and customers (Estrada-Guillén et al., 2020). In the pandemic times, people needed to trust their business partners and brands more than ever since trust is a determiner of the relationship quality between banks and customers (Monferrer-Tirado

et al., 2016). Besides, human interaction was needed more than ever to support technological or automated processes and build a connection between people and brands.

Liu et al. (2020) have pointed out the importance of resilience and strategic agility in the COVID-19 pandemic. This emergency situation has changed the traditional way of doing business. E-mails became a common medium of communication, between the customers and salespeople and between the employees of the firms. On the other hand, the pandemic has pointed out new opportunities for customers and relationship managers. Many people realized that face-to-face communication could be replaced by virtual communication. It was seen by the majority of the customers that financial advisors could be located in distant places from customers, even on different continents. Relationship managers were able to contact a higher number of customers in one day, which showed that competitive and high-skilled salespeople could manage larger portfolios than average levels.

2. METHODOLOGY AND FINDINGS

2.1. Data Collection

A survey was applied to a group of banking sales personnel in June 2020 to explore the impact of the curfews and remote working conditions in the pandemic. The participants included customer relationship managers, branch managers, and direct sales personnel in Ankara, Konya, and Istanbul. They were asked to answer questions

about their self-assessment of CRM and sales performance during the remote working conditions in the COVID-19 outbreak.

The participants answered questions about their CRM perception, sales performance, and some other questions including demographical information. The CRM scale was adopted from Demo & Rozett (2013) as the scale items were in alignment with the purpose of this study.

2.2. Descriptive Statistics

Ninety-one valid questionnaires were obtained from banking professionals. 14 of the participants were working at operations or headquarters, which were not sales-related jobs, so these surveys were omitted. The job distribution of the remaining 77 participants was as follows: 45 customer relationship managers located at branches, 20 branch managers, 7 customer relationship managers located at the headquarters, 4 cashiers located at branches, and 1 direct sales personnel. Since cashiers also have sales targets such as new credit card sales, their responses were not excluded from the data set. The CRM scale items adopted from Demo & Rozett (2013) are shown in Table 1.

Table 1: CRM Scale Items

Scale Item	Item in English
CRM_1	My relationship with my customers was more respectful than before.
CRM_2	The service experience was better.
CRM_3	I think my customers felt more important.
CRM_4	My customers have recommended me more.
CRM_5	I felt that my customers trusted me more than before.
CRM_6	We solved our problems faster.
CRM_7	I provided a higher quality service.
CRM_8	I felt that my customers are getting more identified with the bank.
CRM_9	I was able to sell more to my customers than before.
CRM_10	I was able to offer personalized products and services that fit customer needs.
CRM_11	I was able to better understand my customers' expectations.
CRM_12	The services I provided on the phone regarding the products of the bank were received more favorably by my customers.
CRM_13	Most of the customers that I served over the phone were those I worked with before.
CRM_14	I observed that customer satisfaction increased.
CRM_15	My customers reached me easily through channels such as phone and e-mail.

Source: Adopted from Demo & Rozett (2013)

Twenty-four of the participants were male (31%) and 53 were female (69%). The distribution of their work experience in the banking sector was as follows: 1% less than 2 years, 10% between 3 and 5 years, 17% between 6 and 10 years, 23% was between 11 and 15 years, and 48% was more than 15 years. The distribution of the participants according to their bank's network size was as follows: 17% had less than 100 branches, 10% were between 100 and 499 branches, 49% were between 500 and 999 branches, and 23% had 1000 or more branches.

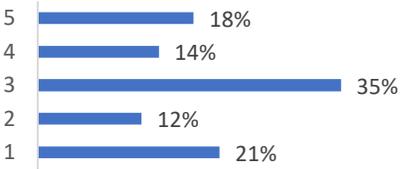
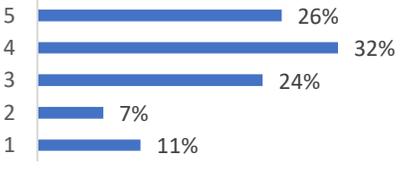
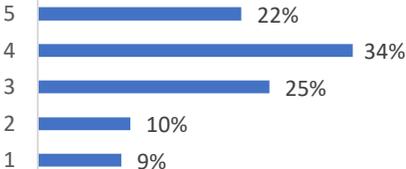
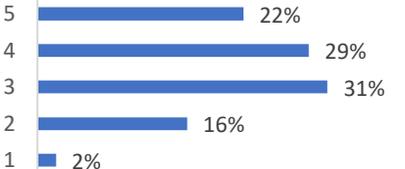
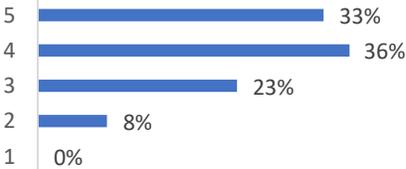
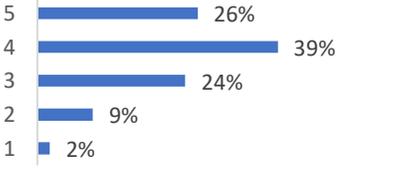
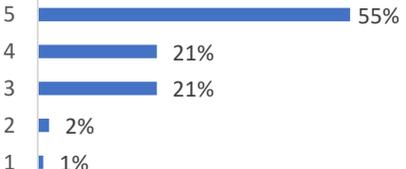
2.3. CRM Perception of Salespeople in the Pandemic

CRM was measured by 5-point Likert scale items labeled from “1-Absolutely disagree” to “5-Completely agree”. Salespeople thought that their relationships with their customers were better in the COVID-19 period than before. For example, the mean values of items like “CRM_3: I think my customers felt more important”, “CRM_4: My customers have recommended me more,” and “CRM_5: I felt that my customers trusted me more than before” were approximately 3.8 over 5. Sixty percent of the relationship managers thought that the service experience was better.

Salespeople stated that their customers reached them easily and they mainly worked with their loyal customers during the pandemic. Fifty-eight percent of the relationship managers felt that their customers have been more identified with the bank. These findings showed that in general salespeople thought that pandemic had positively influenced their relationship with customers. Detailed responses are shown in Table 2.

Table 2: The Impact of the Pandemic on CRM

<p>1. My relationship with my customers was more respectful than before.</p> <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>29%</td> </tr> <tr> <td>4</td> <td>33%</td> </tr> <tr> <td>3</td> <td>27%</td> </tr> <tr> <td>2</td> <td>7%</td> </tr> <tr> <td>1</td> <td>4%</td> </tr> </tbody> </table>	Rating	Percentage	5	29%	4	33%	3	27%	2	7%	1	4%	<p>2. The service experience was better.</p> <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>29%</td> </tr> <tr> <td>4</td> <td>31%</td> </tr> <tr> <td>3</td> <td>28%</td> </tr> <tr> <td>2</td> <td>10%</td> </tr> <tr> <td>1</td> <td>2%</td> </tr> </tbody> </table>	Rating	Percentage	5	29%	4	31%	3	28%	2	10%	1	2%
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<p>13. Most of the customers that I served over the phone were those I worked with before.</p>  <table border="1"> <tr><td>5</td><td>33%</td></tr> <tr><td>4</td><td>36%</td></tr> <tr><td>3</td><td>23%</td></tr> <tr><td>2</td><td>8%</td></tr> <tr><td>1</td><td>0%</td></tr> </table>	5	33%	4	36%	3	23%	2	8%	1	0%	<p>14. I observed that customer satisfaction increased.</p>  <table border="1"> <tr><td>5</td><td>26%</td></tr> <tr><td>4</td><td>39%</td></tr> <tr><td>3</td><td>24%</td></tr> <tr><td>2</td><td>9%</td></tr> <tr><td>1</td><td>2%</td></tr> </table>	5	26%	4	39%	3	24%	2	9%	1	2%
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<p>15. My customers reached me easily through channels such as phone and e-mail.</p>  <table border="1"> <tr><td>5</td><td>55%</td></tr> <tr><td>4</td><td>21%</td></tr> <tr><td>3</td><td>21%</td></tr> <tr><td>2</td><td>2%</td></tr> <tr><td>1</td><td>1%</td></tr> </table>	5	55%	4	21%	3	21%	2	2%	1	1%	<p>Scale</p> <p>5- Absolutely agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Absolutely disagree</p>										
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2.4. CRM Scale Factor Analysis

The items of the CRM scale were analyzed by factor analysis by using principal component analysis and varimax rotation in SPSS. The scale

items were loaded on two dimensions as a result of the exploratory factor analysis. These dimensions were consisted of meaningful groups and named as satisfaction-related CRM and connection-related CRM.

Twelve items have constituted the first dimension and according to the item meanings, the dimension was named as satisfaction. The composite variable was computed by taking the arithmetic average of the twelve items and named as CRM_Satisf. The other dimension of the CRM scale was referring to reachability and connection via phone and e-mail, so it was named as connection. The arithmetic average of the items associated with connection was calculated and the composite variable was named as CRM_Connect. CRM_Satisf and CRM_Connect were reliable with Cronbach's alpha values of 0.939 and 0.693, respectively. These composite variables were calculated as new variables in SPSS to be used in further analysis steps. The factor loadings and reliability measures are shown in Table 3.

Table 3: Factor and Reliability Analysis Results

Item	Dimension	Communality	Factor Loading	Cronbach's Alpha
CRM_1	CRM_Satisf	0.616	0.752	0.939
CRM_3		0.670	0.693	
CRM_4		0.745	0.766	
CRM_5		0.679	0.644	
CRM_6		0.486	0.689	
CRM_7		0.656	0.809	
CRM_8		0.657	0.767	
CRM_9		0.444	0.602	
CRM_10		0.599	0.763	
CRM_11		0.754	0.851	
CRM_12		0.587	0.619	
CRM_14	0.749	0.684		
CRM_13	CRM_Connect	0.750	0.861	0.693
CRM_15		0.699	0.819	

Extraction: Principal Component Analysis, Rotation: Varimax

Total variance explained: 64.9%, KMO Measure: 0.847, Bartlett's Test p=0.00

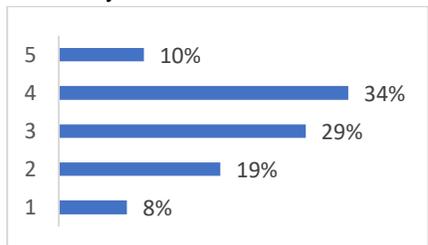
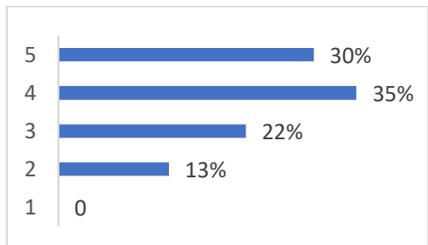
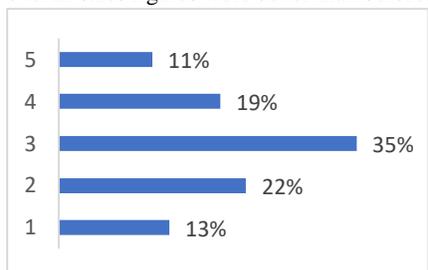
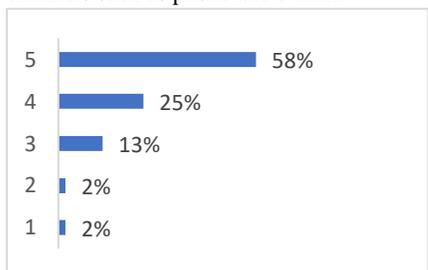
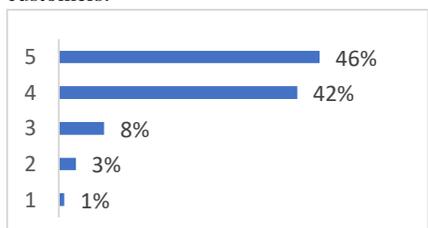
2.5. CRM Perception of Salespeople in Different Contexts

ANOVA analyses showed that CRM variables did not differ significantly across participants when they were grouped according to their total experience in banking or the size of their bank's branch network ($p > 0.05$). Regardless of their experience and the size of their bank, all participants stated that their relationships with their customers were better in the COVID-19 pandemic period and an ANOVA analysis showed that there was no significant difference among participants according to their total years of work experience ($p > 0.05$). An independent samples t-test also showed that there was no significant difference depending on the gender of the salespeople ($p > 0.05$).

2.6. Sales Performance in the Curfews during the Pandemic

The participants assessed their sales performance by answering questions about their key performance indicators on a 5-Point Likert scale, from “1-Strongly Disagree” to “5-Strongly Agree”. The first question was about sales targets, and the salespeople evaluated their sales effectiveness from a persuasion perspective. The second question has been focused on pricing, which is a basic element of sales targets and relevant for all banking products. Pricing can be an issue for lending products since customers generally demand lower interest rates for loans and it can be an issue for wealth management products such as deposits since customers generally request higher interest returns. The third and fifth questions summarized the salesperson’s overall self-assessment of sales performance and customer service. The fourth question was related to the reachability of the customer relationship managers during the pandemic. The questions were reviewed and finalized by a sales performance manager who has more than 10 years of professional experience. The items are listed in Table 4.

Table 4: Self-Assessment of Selling Performance

<p>1. During the COVID-19 pandemic, I persuaded my customers to buy the products more easily.</p>  <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>10%</td> </tr> <tr> <td>4</td> <td>34%</td> </tr> <tr> <td>3</td> <td>29%</td> </tr> <tr> <td>2</td> <td>19%</td> </tr> <tr> <td>1</td> <td>8%</td> </tr> </tbody> </table>	Rating	Percentage	5	10%	4	34%	3	29%	2	19%	1	8%	<p>2. During the COVID-19 pandemic, my customers forced me less on the pricing.</p>  <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>30%</td> </tr> <tr> <td>4</td> <td>35%</td> </tr> <tr> <td>3</td> <td>22%</td> </tr> <tr> <td>2</td> <td>13%</td> </tr> <tr> <td>1</td> <td>0%</td> </tr> </tbody> </table>	Rating	Percentage	5	30%	4	35%	3	22%	2	13%	1	0%
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<p>3. During the COVID-19 outbreak, my overall sales figures were better than before.</p>  <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>11%</td> </tr> <tr> <td>4</td> <td>19%</td> </tr> <tr> <td>3</td> <td>35%</td> </tr> <tr> <td>2</td> <td>22%</td> </tr> <tr> <td>1</td> <td>13%</td> </tr> </tbody> </table>	Rating	Percentage	5	11%	4	19%	3	35%	2	22%	1	13%	<p>4. My customers reached me easily through channels such as phone and e-mail.</p>  <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>58%</td> </tr> <tr> <td>4</td> <td>25%</td> </tr> <tr> <td>3</td> <td>13%</td> </tr> <tr> <td>2</td> <td>2%</td> </tr> <tr> <td>1</td> <td>2%</td> </tr> </tbody> </table>	Rating	Percentage	5	58%	4	25%	3	13%	2	2%	1	2%
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<p>5. When I look at all my experiences, I think I offered the best service possible to my customers.</p>  <table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>46%</td> </tr> <tr> <td>4</td> <td>42%</td> </tr> <tr> <td>3</td> <td>8%</td> </tr> <tr> <td>2</td> <td>3%</td> </tr> <tr> <td>1</td> <td>1%</td> </tr> </tbody> </table>	Rating	Percentage	5	46%	4	42%	3	8%	2	3%	1	1%	<p>Scale</p> <p>5- Absolutely agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Absolutely disagree</p>												
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To explore the dimensions of the sales items, exploratory factor analysis was conducted. Sales_2 item was eliminated because of its low communality value. The remaining items were loaded in one dimension and presented satisfactory factor loadings, so the composite variable was calculated by taking the mean of sales items and named

as “Sales_P”, indicating sales performance. The factor loadings and reliability analysis results are listed in Table 5.

Table 5: Factor and Reliability Analysis Results of Sales Performance Items

Item	Communality	Factor Loading	Cronbach's Alpha
Sales_1	0.739	0.860	0.788
Sales_3	0.703	0.838	
Sales_4	0.446	0.668	
Sales_5	0.579	0.761	

Extraction: Principal Component Analysis, Rotation: Varimax

Total variance explained: 61.6%, KMO Measure: 0.663, Bartlett's Test p=0.00

2.7. The Impact of CRM on Sales Performance

The impact of CRM on sales performance was analyzed by regression analysis. The dependent variable, selling, had a close to a normal distribution with skewness and kurtosis values of -0.695 and 0.283, respectively. The normal Q-Q plot showed slight deviations from normality, so it was interpreted that regression analysis can be conducted.

The regression model had an adjusted R^2 of 0.729 and showed the significant impact of CRM on sales performance. Change in CRM explained approximately 70% of the change in sales performance, and CRM variables were influencing sales performance significantly. The regression results can be seen in Table 6. The overall results indicated that sales performance was positively influenced by CRM.

Table 6: The Impact of CRM on Sales Performance

Dependent variable: Sales_P			
Independent Variable	Standardized Beta	Significance (p)	Collinearity statistic (VIF)
CRM_Satisf	0.711	0.000	1.326
CRM_Connect	0.243	0.001	1.326

2.8. The Participants' Opinions about Working in the Banking Sector

The participants in the study have been asked to respond to an open-ended question in the survey form. To understand the perspective of the banking sector employees better, an open-ended question was included in the survey forms: *“What did you think of working in the banking sector during the pandemic? Can you express your feelings and thoughts in a few words?”*

The previous analysis regarding the CRM perceptions of salespeople has been conducted on a subset of participants, who had been working in the active sales positions in the bank. On the other hand, the following content and word frequency analyses regarding the meaning they attach to being a banking sector employee in the COVID-19 pandemic have been conducted on the whole data set that included 91 participants. The participants could freely write about their opinions. Only one participant has skipped this step while 90 participants have responded. The responses were imported into Excel and analyzed by content analysis.

Content analysis is a method of evaluating textual content. It allows researchers to obtain a deeper understanding of phenomena since

participants are free to express themselves by writing their thoughts and feelings without being bound by strict scales. In general, two main methods can be pursued in content analysis. In the first method, a pre-determined coding scheme can be used to categorize data, which consist of salespeople's opinions in this study. In the second method, themes that emerge from data can be analyzed and elaborated by the researcher. In this study, the second method was used to analyze findings, because the research purpose was to explore salespeople's perspective. The participants could write their feelings freely and mention anything they thought as relevant to the working conditions in the COVID-19 pandemic.

The opinions were coded or categorized depending on the feeling or thought revealed. These common feelings or thoughts were the themes that emerged from data. These themes included categories like feeling anxiety, trust, or the difficulty of remote working. The opinions of 77 participants were associated with only one theme, while the opinions of the remaining 13 participants were associated with 2 themes since they included more than one feeling or point. As a result, the opinions of 90 participants were coded and 103 categorizations across themes were obtained. The main themes were anxiety (51%), importance (18%), and safety (16%). These themes will be explained in the following paragraphs.

First of all, the findings indicated that 51% (n=41) of the participants have felt anxious during the curfews. Salespeople expressed their anxiety with sentences such as "*it was a very anxious process,*" "*it*

was a challenging process,” “I realized how close we are to risk,” or by words such as “nightmare,” “uneasiness,” “so hard,” or “fear”. One salesperson has written that “*Being in the service industry made me feel bad. The world stops, but the banking service does not stop. We were asked to work from home in all cases of official holidays and curfews. This was a great danger and a feeling of worthlessness.*” Another participant wrote that “*As a woman, I saw that although I have a child between the ages of 0-12, I am not as important as mothers working in public institutions...it was a period when my psychological well-being was not at the forefront...I thought that the implementations were not made for the good of the staff, but because they were required. I felt insignificant.*” On the other hand, 3 salespeople stated that they felt both anxious and important as they were working in a bank.

Eighteen percent (n=16) of the participants have stated that they felt “*useful*” or “*important*” during the remote working period. The main elements of this theme were the perceived importance and trust of being a banking sector worker. One salesperson has mentioned that “*I understood more clearly that banking is one of the indispensable elements of today.*” Similarly, another participant wrote that he or she “*saw more clearly that we work in a sector that is vital for the economy.*” Other salespeople have stated that “*in fact, we are at a very important point,*” and “*banking is an indispensable industry.*” Besides, some other salespeople pointed out their satisfaction regarding working in this important industry, such as the participant

who wrote that he or she has felt *“both the anxiety and the pride of being on the front in a difficult time.”* One salesperson stated that he or she realized that they were *“busy with very critical business and that no business could be done without a bank.”*

Sixteen percent (n=14) of the participants have stated that *“they felt safe”* in the banking sector since *“the industry could organize its business fast although it was hard.”* One participant wrote that he or she *“felt financially safe”* and did not fear losing his or her job. They generally stated that the precautions for protecting employees’ and customers’ health helped them to feel safe. Other participants stated that they have observed that the banking sector has operated smoothly, it is functional in all conditions, and it can continue to serve without any problems.

Sixteen percent (n=14) of the salespeople told that they understood that it was possible to work from home. One participant has written that *“although working from home was more difficult, we continued to work without sacrificing service quality.”* Other opinions were stated as *“Both the bank and the customers understood that the work will be done without going to the branch,”* *“banking was not interrupted by the help of good technology that was used,”* and *“we have tested that the services sector can be maintained by reducing human contact.”* Besides, other salespeople commented positively about remote working by stating that they did not stay away from home for long hours and they could reach their customers conveniently via phone and manage their business by remote working. One participant wrote

that *“It was extremely difficult to work from home and branch in the pandemic. But it was very beneficial for our customer relations. We were able to talk to our customers that we couldn't touch and ask about their wellbeing.”*

On the other hand, 4% (n=4) of the salespeople stated that face-to-face communication with their customers was necessary. One salesperson stated that *“I realized how necessary branches are even though digital banking is developing.”* Another participant pointed out the importance of face-to-face communication and two others stated that it was *“too boring”* to work from home and their close relationships with customers have weakened during the curfews.

Five percent (n=5) of the salespeople stated that they were thankful to have a job in the crisis. One participant felt *“lucky”* as their business continued. Another salesperson thought that he or she was working at a *“perfect”* institution. One salesperson has written that *“While the factories stopped production, the banking sector continued to work harder. Both the risk analyses and sales targets remained on the agenda significantly. Although the workload has increased, my job satisfaction has increased. The positive approach of my bank to its employees and the rapid transition to the remote working model also increased my loyalty to the institution. Customers have become more tolerant and willing to listen to the bank, which made me happy.”*

To enhance readers' understanding and reflect the meaning of the qualitative analysis more clearly, the participants' opinions about the COVID-19 pandemic were saved as a single text body or corpus and analyzed by the text mining package in R Studio. The word frequency analysis showed that the prominent words that were stated by the relationship managers included concepts such as hard, working, sector, customer, trust, continuing, important, process, and service. These words are illustrated as a cloud of Turkish words and the most frequent words are listed in Table 7.

Table 7: The list of the most frequent words used by salespeople

Meaning	#
hard	28
working	19
sector	14
customer	13
trust	12
continuing	9
banking	8
branch	7
important	6
service	6
process	5
fast	4
organize	4
same	4
risk	4
problem	4

3. MANAGERIAL IMPLICATIONS

The findings of this study have shown that the outbreak period has improved salespeople's relationships with their customers. The salespeople who participated in the study stated that their customers

felt more important and they trusted them more than before. Besides, they thought that they better understood their customers' expectations during the pandemic and customer satisfaction has increased. This can be explained by the increased amount of support and the feeling of unity in society. When there is a big problem that can lead to even loss of many lives, people tend to be united and value their relationships more than before. This can be reflected in the salesperson-customer relationships and lead to an increase in mutual trust and commitment between the relationship managers and customers. As the bad news and problems raised by the pandemic were going on and it was seen that giving service in such hard times was difficult, the customers must have felt that their relationship managers were putting their best effort to manage their business. This finding has also shown that the relationship managers must focus on the emotional aspects of their service and relationship management, especially in crisis times (Estrada-Guillén et al., 2020).

COVID-19 was a global health crisis that created fear, anxiety, and stress in individuals (Satici et al., 2020). Such a psychological burden is inevitably expected to influence people's job performance as an employee and consumer behavior as a buyer in the marketplace. However, 88% of the participants agreed that they offered the best service possible in the pandemic to their customers. Besides, 44% of the participants agreed that they persuaded their customers to buy the products more easily and 65% stated that customers forced them less on the pricing during the pandemic. In alignment with the overall

positive CRM perceptions, these findings showed that salespeople were satisfied with their sales performance during the pandemic. This was also reflected in the findings as to the positive impact of CRM on sales performance.

CRM and sales performance perception did not change significantly depending on various factors such as the size of the bank's branch network or the salesperson's gender or total work experience. For all levels of sales management and all sizes of branch networks, the results showed that relationship managers found that their relationships with their customers were better in the pandemic period. This finding also supports the strong psychological and sociological impact of the pandemic. The health crisis itself was a significant external factor that had shaped the salespeople's CRM and sales performance perceptions.

The findings have shown that the impact of the health crisis on salespeople-customer relationships was not positive. Strong customer relationships also point out the functioning of sales and banking transactions remotely even in times of crisis. To ensure high quality and efficient service, the importance of efficient communication between the relationship managers and various business units such as the credit allocation department or retail sales management department has been emphasized once again in the pandemic. With the help of advanced technology, salespeople could also get help from internal information technologies helpdesk and operations teams when necessary. The smooth functioning in online and offline platforms can

become the generally expected basic level of service in the sector. This can even become a dissatisfier or hygiene factor to build bank trust in consumers' minds (van Esterik-Plasmeijer & van Raaij 2017). So, banks must keep on investing in both internal and external infrastructures and give continuous and customer-oriented training to their personnel.

Companies in the essential sectors such as food need to be financially stable to be resilient to crises and continue their production and distribution activities (Weersink et al., 2020). In that respect, banks must keep on functioning to provide their mandatory services to all agents in the economy. The prestige of the job and perceived safety in the position were found to be important points that emerged from the opinions of salespeople. Eighteen percent and 16% of the salespeople found themselves important and safe, respectively. Working at a bank in the outbreak period was interpreted as hard and anxious by 51% of the participants. The jobs in the banking sector are generally found more challenging than jobs in other sectors. Banking requires continuous care for the customers, a dedicated manner, and a disciplined working approach. Flexibility is more limited and risk is higher compared to many other sectors. Therefore, creating fair performance assessment systems and allowing successful relationship managers to manage bigger portfolios would increase employees' satisfaction and banks' sales volumes. The remote working conditions in the pandemic have shown that it is possible to reach a larger number of customers remotely.

The COVID-19 crisis can influence the ways organizations attract and retain their talent pool (Haak-Saheem, 2020). It has emphasized the importance of strategic agility and organizational capabilities to transform the usual business practices when necessary (Liu et al., 2020). Organizations including banks will be considering new organizational structures, increasingly offer remote working options, and redefine some of their job descriptions (Öge & Çetin, 2020). Even health crises such as the pandemic can be turned into an opportunity, by focusing on newly emerging business areas that promise growth (Liu et al., 2020). Although salespeople in banking stated that they felt safe and important, this global health crisis and the difficulty of working conditions in banks have the potential to limit the talented workforce attracted to the banking sector. People may avoid frontline positions because of the high level of effort needed to put in. On the other hand, another consequence of the crisis can be used to adjust this problem. Another interesting outcome of the outbreak for the banking sector was to bring about remote working in frontline customer services. Sixteen percent of the relationship managers stated that they have seen that it was possible to work from home. Only 4% of the participants pointed out that face-to-face communication was required. If banking becomes more flexible in times of working hours and workplaces, it may become more attractive for talented young people. Ensuring information security, expanding the boundaries of traditional banking positions may attract young talents to the sector, and encourage innovative service models such as remote relationship management. Some positions may become hybrid in terms of working

hours, place, and even job content. The conventional boundaries between different job functions and strict boundaries between distinct business units such as information technologies and marketing have become more questionable after the pandemic.

CONCLUSION

The new coronavirus disease has turned into a global pandemic and created dramatic negative consequences. The pandemic has changed people's daily lives together with the primary elements of education, health services, and financial services. It led to physical and social distancing and many individuals had to cope with the increased perceptions of fear, loneliness, and anxiety. Besides its impact on human psychology and interpersonal relationships, the pandemic has also influenced customer-salesperson interactions in almost all sectors.

Customer relationship management involves building good and long-term relationships with customers, defining marketing success beyond exchange and profits, and diverting a company's offers and communication with its customers according to a strategic and detailed analysis of customer data. In sales settings where one-on-one customer communication is the usual way of doing business, such as retail banking services given at branches, salespeople are generally the main determinants of the customer relationship quality. A good relationship between salespeople and customers is essential in financial services as mutual trust and commitment are the core elements of acquiring and maintaining a loyal customer portfolio.

During the pandemic, the financial services institutions were among the primary organizations that changed their service models to avoid contagion. Besides other mandatory sectors such as food and transportation, financial services are essential for the functioning of society. Thus, banks kept on servicing their customers but changed their service hours and models. Understanding how these changes were interpreted by the employees is important for both marketing managers and researchers. In this context, this study has been timely research that has focused on the impact of the COVID-19 outbreak on CRM in banking and may constitute a proper base for future studies that will examine the impact of the pandemic deeper.

To explore the impact of flexible and remote working during the COVID-19 pandemic on CRM in retail banking, a survey was conducted on banking sector employees including branch managers and customer relationship managers. The participants have answered questions about their self-assessment of customer relationships and sales performance. They were also asked about their opinions regarding being a banking sector employee and facing the challenging working conditions in the pandemic.

The findings have shown that salespeople-customer relationships in the outbreak period were strong. The personal fear and anxiety levels raised by the negative environmental cues such as the continuous bad news and ongoing curfews created an emotional environment. This atmosphere has increased people's sensitivity and they needed to trust each other more than before, and customer relationship managers and

bank customers were not an exception. As a consequence of this need for mutual support, salespeople stated that their customers forced them on pricing less than before. Besides, they believed that they provided the best service possible and their customers felt more important than before. These positive evaluations were reflected in the sales performance; the relationship managers stated that they were satisfied with their overall sales performance during the pandemic.

Customer relationship managers stated that their customers reached them easily via telephone and e-mail during the pandemic. Establishing a well-functioning and advanced technological infrastructure is the key driver of success for financial institutions in today's highly digitalized world. Such a strong infrastructure would allow efficient and fast communication among different business units and between customers and service personnel. Such investments and development projects would make customer relationships easier to manage, so banks must make continuous investments in their CRM systems. This would benefit banks in many aspects. From an employee perspective, using an advanced system would increase employee satisfaction and productivity. From the customer's perspective, good and user-friendly CRM systems would increase customer satisfaction, brand trust, and loyalty. From a risk management perspective, a good system would enable the protection of customer data and reduce data privacy violations or frauds. So, building a good CRM system would increase a financial institution's competitive advantage and long-term profits.

The majority of the participants stated that they felt anxious during the curfews and it was hard and challenging for them to work at a bank during the pandemic. Some of the salespeople feared and felt in danger. Besides negative emotions such as fear and anxiety, some banking sector employees stated that they felt important and proud because of working as frontline personnel at such an indispensable sector. Regarding remote working, the opinions of employees were accumulating on two main themes. While some employees thought that it was possible to work remotely, some others told that face-to-face communication was essential. As these findings point out, frontline salespeople cope with many challenges and have mixed feelings in crisis times.

In general, the executive managers in banking try to stay resilient and manage a crisis with the minimum possible cost to their institutions. For efficient CRM, salespeople must offer personalized products and services that fit their customers' needs at all times, and strategies need to be flexible to adapt to environmental shocks such as a health crisis. In the long run, a bank's relationship with its customers must be based on respect, trust, and commitment. Besides, service quality must be high and service experience needs to be good, leading to increased customer satisfaction and recommendations of the banking service. When customers trust the bank and take service from a salesperson who understands their expectations well, they become more loyal and make repeat purchases.

A positive CRM perception and satisfactory sales results are among the goals of retail marketing managers and executives. It is the organization's responsibility to make sure that business platforms and systems are functioning fast and smoothly. During the curfews and lockdowns, providing the necessary framework for business communication to the employees and a strong and user-friendly banking infrastructure were among the essentials of giving a flawless service to customers. Empowering frontline sales personnel and providing them facilities and organizational support to continue their business in crisis contributes to CRM perceptions and sales performance of relationship managers.

This study has shown that relationship managers have put their best effort into pandemic conditions and positive relationships with customers resulted in increased sales performance. Moreover, salespeople think that the impact of the health crisis has been positive by strengthening their relationships with their customers. However, this study has some limitations. First of all, the findings are limited to salespeople's self-assessment of sales performance and CRM results. Examining customers' perceptions regarding CRM, combining these findings with the actual sales results, and making a comparison with the previous year's sales outcomes would be beneficial to have a coherent view of the actual CRM results. Second, the sample size is limited and is not representing the whole population of retail banking customer relationship managers. Despite these limitations, this study has provided important and timely findings and insights regarding

CRM in retail banking during a health crisis that can be beneficial for marketing managers and researchers. Future studies may be based on the findings of this study and may also focus on the differences between banking products to figure out whether any differences exist between CRM perceptions regarding lending products and wealth management products or not.

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CHAPTER 2

**COOPERATION STRATEGIES OF BUSINESSES IN
THE COVID 19 CRISIS**

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INTRODUCTION

Businesses around the world have to collaborate with competitors in order to survive the coronavirus pandemic. However, the outbreak of the rate of cooperation among competing firms came as a result of the crisis that has been affecting the global economy. Government has been posed with responsibility in participating in cooperation activities in order to obtain an equilibrium in economic and health objectives (Crick and Crick, 2020; Gbolagade, 2020). Coopetition combines “competition” and “cooperation” into one idea. When competition is looked upon in this direction, competitors will often make profit with one another in a strategic way (Osarenkhoe, 2010). The pandemic coronavirus has made trade to divert in a new direction as jobholders now working from home as a guide for self-isolation, restaurants and many other establishments have been shut down which then has increased the failure rate in business, consequently, food and beverage retailers now serve as a replacement and order for home deliveries is now at increase (Enitan et al., 2020; Cortes and Johnston, 2020). In order to increase the universe effort to curb this pandemic, the goals of the firms must be focused during and after the crisis as a case of Coca-Cola, chevron and ford deviating from products which they are known for, channeling its energy to protective equipment for individuals (Fortune, 2020).

While companies in an industry might be similar, they typically serve different customers and have different strengths and weaknesses. Referring to Microsoft and Intel case, Poarch notes that (2018),

competition looks both vertically and horizontally at markets recognizing that a company might have good market penetration in one region, while not in another”. Researchers note that the capacity to adequate management of the communications amongst organized connections is a center capability of a firm, continuing to include this has an immediate bearing on a firm's serious quality and execution irrespective of the fact that talking about system connections more extensively than competition while there are a few downsides related with these between firm exercises not being overseen viably, going from strains, through to entrepreneurial practices (Crick et al., 2020; Karami, 2012; O’Connor et al., 2011). Until this point in time, an exploration center including the usage of rivalry exercises during times of emergency stays under-investigated. Accordingly, it is muddled how professionals inside associations can deal with the interaction among collaboration and rivalry to adapt to the possibly decimating impacts of the pandemic coronavirus.

The main aim of this research is to extensively explore and examine how businesses around the world would have to collaborate with competitors in order to survive the Covid-19 and come out of the scar of the pandemic in a stronger financial situation and stability. Findings of this research will be of great importance to both large- and small-scale businesses as they look to bounce back from the effects caused by Covid-19 pandemic and this study highlights methods through which business, experts can utilize cooperation to adapt to the novel Coronavirus (COVID-19) pandemic and survive afterwards.

LITERATURE REVIEW

The first COVID-19 cases found in seafood market employees in Wuhan, Hubei Province, People's Republic of China (PRC). This new type of coronavirus (COVID-19) first caused pandemic in some countries then pandemic in all around the world. Thus, many industries have been dramatically affected (Qiu et al., 2020). This virus belongs to a specific family with other viruses such as common cold virus, SARS, and MERS. This new type of coronavirus firstly named as "2019-nCov" until WHO updates the virus name to "COVID-19" (WHO, 2020). Coronavirus is zoonotic and can cause diseases in humans by being transmitted from animals. As a result of detailed research, it has been revealed that SARS-CoV is transmitted from civet cats and MERS-CoV from dromedary camels to humans (Sohrabi et al., 2020).

In the study conducted by Columbus, Brust and Arrogila (2020), the spreading areas of the new virus on the world and the threats posed at the global level were mentioned. The COVID-19 outbreak has negatively affected many industries, especially tourism businesses. Cancellation of flights by airline companies to countries where the pandemic is intense, travel restrictions and reservations applied to the Far East and China market, which is an important region for the world tourism market, such practices as cancellations; one of its negative effects is that it causes income losses that will be felt for a long time in the tourism sector, especially in transportation and accommodation (Farzanegan et al., 2020). It is known that the mobility restrictions,

physical distance and hygiene rules that have come into our lives due to both the measures taken by governments against the pandemic and individual measures will continue in the New Normal Period (Tavakoli et al., 2020). It is thought that this situation will cause changes in consumption behaviors towards businesses as well as in general consumer behavior. Especially for airline, restaurant, hotel, meeting, fair etc. In areas where human interaction is high, the continuation of the risk in the New Normal Period reduces the sense of trust in consumers and it is predicted that there will be hesitations about the demand for such places to protect from the pandemic. In addition, the high costs that will arise in line with the measures taken in this period will cause an increase in prices, which may affect the demand negatively (Duran and Acar, 2020; Gössling et al., 2020)

Table 1. COVID-19 Pandemic World Statistics (11 September 2020)

Country	Total Cases	Total Deaths	Total Recovered	Total Tests	Population
ABD	6,589,020	196,345	3,880,707	89,990,118	331,383,397
India	4,568,770	76,348	3,544,794	54,097,975	1,382,641,407
Brazil	4,239,763	129,575	3,497,337	14,505,652	212,854,962
Russia	1,051,874	18,365	868,107	39,912,526	145,946,887
France	353,944	30,813	88,742	10,000,000	65,302,078
Italy	283,180	35,587	211,885	9,554,389	60,444,099
China	85,168	4,634	80,377	160,000,000	1,439,323,776
Turkey	286,455	6,895	255,407	8,212,924	84,515,068

Source: Worldometer, 2020

There are 28,370,557 total cases, 20,370,151 total recovered and 914,537 total deaths in the world and still increasing day by day. As seen in the table 1, the total number of cases, deaths, recovered and populations of some countries are given. These rates reflect the important impact dimensions of the Covid-19 pandemic. Almost all countries in the world, whether developed or developing, had to take a series of protective measures in order to contain the rapidly increasing expansion. In order to minimize the effects of the crisis, managers are expected to manage their mergers and acquisitions activities in the right direction as a strong attitude.

Liu (2013) emphasizes win-win scenarios between competitors which leads to an innovative business approach. The strengths and disadvantages of cooperating with competitors, and case study evidence illustrates the types of relationships which could be achieved (Rusko, 2012). Yami refers to cooperation between competing companies is cooptation. According to his definition businesses that engage in both competition and cooperation are said to be in cooptation (Yami et al., 2010). Cooptation increases the profits of organizations that acts together since alliances help to improve products and services for consumers and customers of value chain (Lin, et al., 2010). Cooptation increased some consideration among B2B showcasing researchers during the 1990s, with the development of two way of thinking (Chai et al., 2020; Lindström and Polska, 2016). Mahapatra et al. (2012) portrayed competition exercises just like the exchange among participation and rivalry, wherein two adversary

firms' team up. In this way, they stretched out their conceptualizations to recognize that competition can be actualized in level and vertical channels, just as between different adversaries. Lin et al. (2010) noticed that there can be circumstances where the level of collaboration is exceeded by the greatness of rivalry inside a market or these dumbfounding powers are similarly coordinated. At the end of the day, in all cooperation associations, any cooperative practices will collaborate with some type of rivalrous activities (Medlin and Ellegaard, 2015).

Business-to-business (B2B) form of transaction between businesses, involving a manufacturer and wholesaler, or a wholesaler and a retailer (Kumar and Raheja, 2012) refers to business that between companies, rather than between a company and individual consumer. Thus, this is when companies sell to one another, rather than a business selling to individual consumers (Iankova et al., 2019). B2B promoting specialists have assisted with clarifying the idea of the connection between cooperation exercises and friend's execution (Stott et al., 2016). To represent certain investigations, we have noticed that while cooperation may prompt more significant levels of execution a non-straight affiliation may exist. That is, with "excessively little" cooperation, associations may battle to accomplish their destinations due to having a deficient volume of assets and abilities (Lascaux, 2020). B2B marketing strategies perform the same function, regardless of their tactics: they point out how to achieve a goal and allocate resources along the way. This means that the first step in any

strategic journey is to define the ultimate goal. After all, marketing objectives guide team members and enable team leaders to assess progress (Mariadoss et al., 2011). COVID-19 has implications for B2B firms. restrictions had been eased slightly over the firm s however, many are still feeling the effects from COVID-19 which includes shifts in channel demand, inability of sales to physically meet clients, and changing customer demand profiles. This requires firms stay updated on the latest changes to predict the development and adjust accordingly, and the marketing function. Only those understand and adjust quickly will likely emerge as winners from the ongoing crisis (Eckert, 2019).

The sudden emergence of the COVID-19 pandemic has dealt a serious blow to economies, businesses and workers (Elif, 2020). The spread of COVID-19 causes serious supply of labor supply and demands in different labor markets around the world. In order to prevent the spread of the epidemic, the prohibitions it imposes with the closure of the borders of the states and the measures taken to reduce human mobility inside, cause the restriction of economic activities. Some workplaces become smaller, others are closed temporarily or permanently, causing a decreased labor demand (Ranney et al., 2020). A developing collection of writing encompasses the predecessors of cooptation techniques. For instance, Chang (2011) utilized contextual investigation information from Sony and Samsung Gadgets to clarify how bigger estimated partnerships are outfitted with the systems to participate in cooptation. He suggested that a basic driver of

coopetition techniques is a coopetition-arranged mentality. The forerunner of coopetition is related to the extent of rivalry inside a market. For coopetition to exist, associations require rival firms to work together as certain specialists have investigated how serious powers give the market-level conditions to coopetition methodologies to be executed (Crick and Crick, 2020). However, for coopetition to be powerful, proprietor supervisors need to take part involved with dependable opponents for commonly useful results, including conceivably focusing on correlative item advertises (Bengtsson and Johansson, 2014).

With "something over the top" coopetition, there may be a scope of dull sides, including pressures (e.g., struggle, power irregular characteristics, and shrewd practices), lost protected innovation, and weakened upper hands (Cygler et al., 2018). Subsequently, leaders are confronted with the test of taking part in an "ideal level" of coopetition to maintain a strategic distance from these harmful impacts on their presentation (Strese et al., 2016). It is perceived that this "emphasis point" could be hard to foresee, in which decisionmakers can't get ready for the specific stage where collaboration finishes and contention resumes (Gnyawali and Park, 2011). In any case, chiefs and utilitarian level representatives ought to consider that coopetition may not generally lead to improved execution on the off chance that they participate in insignificant or over the top degrees of these exercises (Cygler et al., 2018). Also, there have been a few calls for research to address the directing

variables that may influence the relationship among cooperation (Ceptureanu et al., 2018). To underscore a prior point, cooperation techniques are involved the dumbfounding powers of helpfulness and intensity, implying that paying little heed to the degree to which supervisors and utilitarian level representatives share assets and capacities with their accomplices, they are industry rivals (Tsai, 2002). Subsequently, leaders must work together with proper contenders, (for example, those that are dependable as well as are focusing on corresponding item advertises) to moderate the dim sides of cooperation exercises (Child et al., 2005; De Crème and Van Knippenberg, 2003). These mediators have distinguished circumstances where cooperation is (and isn't) an exhibition upgrading business-to-business showcasing procedure (Della Corte, 2018). This present examination stretches out these conceptualizations to feature the focal points and weaknesses of taking part in cooperation inside an overall pandemic emergency.

There have been various investigations looking to more extensive advertisement exercises in the midst of emergency. These have involved firms managing a deficiency of merchandise and enterprises (Kalwanyi, 2007), organizations overseeing promoting procedures during a downturn (Naidoo, 2010), publicizing all through an item hurt emergency (Gao et al., 2015), and worldwide companies battling to determine issues related with the worldwide budgetary emergency (Williams and Martinez, 2012). In the promoting space, an emergency can take numerous structures, at the end of the day, it encompasses a

huge scope of circumstances where an occasion has included an extraordinary and negative effect on an association, its clients, rivals, workers, and other important partners (Clark, 1988; Grewal and Tansuhaj, 2001). Be that as it may, a constrained group of information encompasses advertising in a pandemic emergency offering a chance to add to the B2B showcasing writing. Existing examination has concentrated on open arrangement choices or business-to-customer advertising exercises – instead of business-to-business promoting connections (Kennedy et al., 2004). Moreover, there have been numerous examinations related with wellbeing advertising in managing emergencies, however these examinations are normally centered around medical clinics and care suppliers overseeing assets and abilities to treat patients (Schiavone and Simoni, 2019). There is scant research encompassing how cooperation may assist with defeating the impacts of an overall crisis (Medrano and Olarte Pascual, 2016). For instance, Pangarkar (2007) found that taking part in collusions helped associations improve their endurance possibilities during the worldwide budgetary emergency. Partnerships helped these associations bring down their working costs, support profitability, and make an incentive for their clients. However, this present research explores how cooperation has been actualized by specific associations in light of the Covid-19 episode. These issues supplement the ongoing work that has analyzed different B2B promoting systems identified with this worldwide pandemic (Cortez and Johnston, 2020). The ensuing reports are identified with relevant issues inside the B2B advertising writing to show the heterogeneity of the cooperation

develop and its advantages for the organizations in question, along with their clients, and other key partners. These stretch out, through a cooperation viewpoint, the topical focuses made by different researchers with respect to how firms may adjust their plans of action in light of Covid-19 (Cankurtaran and Beverland, 2020; Pranjali and Sarkar, 2020). There can surely be lawful, bureaucratic and political guidelines that keep associations from participating in cooperation exercises during a pandemic (Crick and Crick, 2020). In this example, by permitting contending retailers to share these assets and abilities, they have had the option to work all the more proficiently, such as having more elevated levels of stock to satisfy an exceptional need (Tece, 2014). Curiously, Sachdev and Sachdev (2019) concentrated on social insurance suppliers, instead of exclusive organizations (e.g., retailers) influenced by an enormous scope crisis. The case of some retailers participating in cooperation identifies with vertical and level channels (Wang and Krakover, 2008; Witek-Hajduk and Napiórkowska, 2017). Moreover, these markets are yet being controlled to guarantee that arrangement doesn't happen, however to a lesser degree than before the Covid-19 flare-up (He and Harris, 2020). Common result is a more noteworthy benefit for human wellbeing (and the related monetary advantages), offering another, however the huge scope purpose behind taking part in cooperation as B2B showcasing technique (West et al., 2015). A gathering of opponent mechanical organizations has united to battle the cybersecurity dangers related to the pandemic including senior experts from Microsoft and Amazon (Security, 2020). The explanation being that

during the elevated vulnerability, along with the bigger number of individuals telecommuting and utilizing the web for web-based shopping, there is an expanded possibility of cyberattacks (Đorđević et al., 2014). It is significant that associations can build up their coepetition techniques by contributing worth adding unmistakable and impalpable resources for acquiring commonly valuable results from their B2B connections (Zhu et al., 2020). Innovative cooperation has occurred in different limits identified with COVID-19. For instance, Apple and Google have been cooperating to improve following innovation to ascertain the quantity of tainted individuals, people that have been in close contact with those getting the sickness, and the quantity of cases and passing's in specific areas (Cusumano, 2010). The Covid-19 episode, these enormous scopes innovatively arranged coepetition systems accentuate that there can be various favorable circumstances of these B2B promoting connections (Nicola et al., 2020). These procedures don't just relate to more significant levels of execution yet in addition, incorporate different achievement factors like social results that connote that coepetition is a gainful system in the midst of emergency.

DISCUSSION AND CONCLUSION

The pandemic, called COVID-19, that emerged in Wuhan, China's Hubei province in December 2019, affected the whole world. Whether developed or developing economies, the world economy as a whole has already been adversely affected by this situation and will continue to be affected in the near future. While countries are struggling with

the COVID-19 pandemic on the one hand, they are also striving to reduce the costs of the profound effects on almost all sectors of the economy. Although COVID-19 is a biological risk factor, the threat it poses and the perception it creates has caused serious negative consequences in businesses. With the changing and developing technology in the globalizing and shrinking world after the Covid-19 pandemic, the importance of strategic orientation has become irresistible when businesses want to adapt to intense competition conditions and enter new markets. Businesses have attached importance to strategic cooperation activities in order to survive in the face of overwhelming competition and to have a say in this competitive environment.

Coopetition could be defined as collaboration of competing businesses in order to share their strengths, services, networks and more. Business support, creative solutions and problem-solving innovations could be achieved and accessed. Typically, businesses and individuals in similar industries either compete or cooperate. Nowadays we are experiencing a new trend of competing businesses in need to collaborate. One of the outcomes of Covid-19 is the increased demand for humanity to shift from the personal to the collective – from Ego to Eco and that requires a different kind of collaboration. Hence, more strategic alliances will enable businesses to protect their own brand whilst creating even bigger visibility by standing together in diversity and collaborative initiatives. In doing so, shifting from the business ‘ego’ to the much more sustainable business ‘eco’. Looking for ways

of cooperation and join forces with competitors will simultaneously enable businesses creating a collective advantage and also hold onto their individual differentiators. This approach will also provide better service to stakeholders and clients alike.

As a result, realizing the realistic and correct policies by analyzing the possible effects of what happens with the pandemic in the global economy in social life will be the next priority of economy and marketing management. Economies and businesses that can achieve these will increase their weight significantly in the global economy in the post-pandemic period. The purpose of this study is to look at how associations can adjust their plans of action through executing cooperation procedures during times of emergency (focusing on Covid-19) as guided by Resource based hypothesis and the social view. In order to accomplish this examination objective, different academic and reasonable sources were evaluated, which yields accompanying three ends. The main end is that cooperation can be a successful B2B promoting procedure in a pandemic – having the capacity to profit the associations engaged with so many organizations (just as their clients and other key partners). The subsequent end is that cooperation exercises include helpful and serious powers, whereby leaders should be cautious on contenders they work together with, since there could be negative consequences on their presentation. Finally, once the Covid-19 flare-up has finished, there are questions encompassing whether these current cooperation techniques will proceed, or be ended later on. These inquiries were planned into some

intriguing headings for future research that B2B showcasing researchers are urged to seek after.

LIMITATIONS AND RECOMMENDATIONS

This paper offers the accompanying ramifications for experts. Initially, if chiefs are working in the midst of an emergency, they ought to use certain market-level conditions that permit them to team up with their rivals. For example: If rivalry laws are loose, firms ought to profit by the expanded opportunity to impart assets and abilities to their dependable and reciprocal industry adversaries for commonly valuable results. In an overall crisis, associations are prescribed to investigate the potential shared advantages of utilizing coopetition techniques to yield more elevated levels of execution, fulfilling extraordinary needs, working productive flexible chains, or to be sure, basically getting by inside an unstable market. Secondly, after one, proprietor supervisors ought to know about the degree to which they are allowed (by law) to participate in coopetition associations. That is: Businesses ought to help out their competitors to improve their presentation, however not in manners that administration rules don't permit, for example, framing imposing business models, charging extortionate costs, or driving costs down to influence the exhibition of certain littler measured opponents that are not part of their coopetition associations. While coopetition may be permitted to adapt to an emergency (e.g., Covid_19), numerous nations despite everything have guidelines that punish firms that participate in deceitful serious practices. As needs be, organizations must not take part in these illicit

types of coopetition. Third point, coopetition contains agreeable and serious measurements, implying that in spite of the fact that it includes associations working with their adversaries, there will consistently be some type of seriousness impacting everything (regardless of how little). Thus: Decision-creators ought to abstain from relying upon their coopetition accomplices to make due inside their business sectors by having a few arrangements that permit them to contend under an individualistic plan of action by means of their own assets and capacities. Owner-administrators are urged to recognize that once this worldwide pandemic is finished (and the guidelines of specific types of coopetition are conceivably authorized), it may be a trial to end their organizations with rivals. Accordingly, they ought to concede to the degree to which they will coordinate, versus, contend with their opponents ahead of time of evolving conditions. Fourth, proprietor directors and useful level representatives must recognize that coopetition is an unsafe B2B advertising methodology, as there can be negative results. Henceforth: Chiefs ought to participate in reciprocal coopetition exercises with reliable accomplices, however maintain a strategic distance from negative circumstances that lead to strains (e.g., struggle, power lopsided characteristics, and artful practices), lost protected innovation, and weakened upper hands. To limit the dull sides of coopetition from happening, it is suggested that proprietor directors and utilitarian level representatives ought to be watchful for circumstances that include coopetition accomplices carrying on craftily. This will demonstrate when the time has come to exit from these connections. By and large, these administrative ramifications fill

in as significant contemplations for specialists while executing cooperation techniques during times of emergency, such as the COVID-19 flare-up. For clearness, cooperation can possibly be a fulfilling (execution improving) business-to-business advertising technique, however there are dangers related with organizations working with deceitful contenders. Following these rules, whenever oversaw accurately, cooperation exercises can be profitable all through a worldwide crisis.

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CHAPTER 3

**THE LEVELS OF PUBLIC DISCLOSURE
OF HEALTH MINISTERS OF
EUROPEAN COUNTRIES ON THE
COVID-19 OUTBREAK ON TWITTER:
THE EXAMPLE OF FIVE COUNTRIES**

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INTRODUCTION

The Covid-19 outbreak occurred in China on December 31, 2019. It has caused a global crisis in political, economic and social areas, especially in health (Zhao and Xu, 2020). Covid-19 was initially called 'pneumonia of unknown cause'. On January 8, 2020, the cause of this disease was identified as a new coronavirus (Li et al. 2020). On January 30, 2020, the World Health Organization declared the Covid-19 outbreak an "international public health emergency of concern" (Garfin et al. 2020). Covid-19 was declared as a pandemic by WHO on March 11, 2020, after the virus spread rapidly in the world (Guest et al. 2020).

The development in information and communication technologies has brought important developments in health. Health protection and promotion is based on accurate knowledge acquired in a timely manner. Accessing accurate and reliable resources and using health information correctly is an important factor in improving health (Mendi, 2015).

The discipline of health communication has emerged after the use of communication strategies and practices for the purposes of informing the public about health-related issues, ensuring the adoption of necessary attitudes, and creating individual and social awareness about health-related risks (Taşkıran and Yıldız, 2019). Health communication informs the public about public health issues. New media can accelerate the dissemination of information for the

protection and promotion of health. It produces effective and productive results for health communication.

At times when the dissemination of health information was very limited, countermeasures for public health emergencies such as an epidemic were limited. During this period, exchange of information on health took place through interaction between employees, mail or telephone (Brindha vd. 2020). 1918 Global pandemic of "Spanish flu" affected more than 500 million people worldwide and resulted in 40--100 million deaths (Temel and Ertin, 2020). Today, the Covid-19 causing a new global epidemic threatens millions of lives. In particular, the public's attitudes towards this epidemic and maintaining their social distance are critical in slowing the spread of the epidemic. For this reason, social media is extremely important to build public reactions, information dissemination and consensus (Thelwall and Thelwall 2020). Social media needs to be prepared for public health risks such as Covid-19 and integrate it as a powerful tool in response and recovery (Merchant and Lurie, 2020). Thus, many issues such as raising public awareness, increasing the quality of health services, predicting disease and epidemic situations and improving social health can be addressed much more quickly and easily (Tosyalı and Sütçü, 2016).

The aim of this study is to reveal the level of public awareness of social media in health communication, in the context of health ministers of the Covid-19 outbreak.

1. THEORETICAL FRAMEWORK

Health communication is the technique of informing, influencing and motivating individuals, institutions and the public about important health issues (Çobaner and Köksoy 2014; Avcı and Avşar, 2014). Health communication has started to gain an important place in areas such as communication, public health programs and medical education in recent years.

Media is the basic information sharing tool in health communication. New media created with computer processing power has an open, web-based, unlimited, interactive and decentralized structure (Aydoğan and Kırık 2012). Social media, which improves communication between individuals and organizations, has the potential to increase health communication more effectively (Thackeray et al. 2012). It is extremely important to develop and implement health communication strategies on social media in order to protect and strengthen the general public health. In addition to informing the public, it provides the necessary information from the society (Li et al., 2020). In the Covid-19 epidemic, the contagiousness of the virus is very fast (Guest et al. 2020). For this reason, it is clear how vital internet and social networks that allow the rapid spread of information are in health communication.

Health ministries should actively use social media during epidemic periods. Health ministries can reassure the public by responding to misleading posts on social media, with regular warnings about the

progress of the virus and information on defense against the virus. It can be used to inform the public, especially within the scope of public relations activities. Thus, the emergence of false news in the society can be prevented.

2. LITERATURE REVIEW

When the literature is examined, many studies on the subject have been found. These researches generally; It focuses on the production of correct information during the epidemic, the importance of sharing information on social media in combating the epidemic, the public health risks that may be experienced due to the rapid spread of false information and the fight against this information pollution (Brindha et al. 2020; Chan et al. 2020; Chen et al. 2020; Garfin et al. 2020; Guest et al. 2020; Li et al. 2020; Cinelli et al. 2020; Gao et al. 2020; Sharma et al. 2020; Merchant and Lurie 2020; Tasnim et al. 2020; Singh et al. 2020; Thelwall and Thelwall 2020; Zhao and Xu 2020; Zhang et al. 2020).

The studies on the subject are limited in Turkey now. One of them is an article by Ali Murat Kırık and Vahdet Özkoçak. In the study, social media was discussed in terms of digital anthropology and the role social media has acquired in the COVID-19 pandemic was examined (Kırık and Özkoçak, 2020). Another study also discussed the use of social media in outbreaks in certain parts of the world such as Sars, Ebola, Zika and Covid-19 in previous years. It is emphasized that social media is important in informing the society, disseminating

information, taking measures and developing protective behaviors in health communication and risk communication (Şenol and Avcı, 2020).

Some scientific studies about social media, and Covid-19 in the world and in Turkey were found to be related to sharing in social media, most of the studies examined. When these examinations are evaluated in general, it is seen that the emphasis is on the correctness of information on social media, the advantages and disadvantages of social media, its effects on the society, and in this context, the contribution of social media to health communication (Tanyıldızı, 2020:107).

In this study, the level of public awareness of the health ministers of governments, which are primarily responsible for public health, on social media about the Covid-19 outbreak was analyzed.

3. RESEARCH METHODOLOGY

Purpose

The purpose of the research is to reveal the level of public awareness of the health ministers of European countries via Twitter in the Covid-19 outbreak. The importance of social media in health communication is explained.

Hypotheses

The hypotheses of the research are given below:

- Ministers of Health provide insufficient information on Covid-19 in their Twitter accounts.
- Sharing about Covid-19 has increased after the first cases were seen in countries.
- The sharings about Covid-19 carry political concerns as well as informing.
- The priority in sharing is to prevent the epidemic. Public institution measures, individual and social measures are more common.
- The ways of sharing (written text, photo, video, etc.) of the ministers are different from each other.
- Text, photo and video posts are included more
- There is a relationship between the total number of tweets and the number of followers when ministers use Twitter.
- There is no relationship between the ministers' login date and the number of followers.
- The Covid-19 outbreak increased the number of followers of the Ministers of Health.
- Health Ministers actively use Twitter in the context of health communication. For this reason, the increase in the number of followers is a clear indication that the public uses Twitter for information purposes in the field of health communication.

Method

During Covid-19 outbreak starting at the end of December 2019, the twitter accounts of the ministries of health of France, Germany, Italy, England and Turkey have been investigated. The research period is 15 days for each country. The disease was examined for 15 days from the date it was first seen in the country. These dates were listed below:

- Germany: January 27 - February 10, 2020
- France: January 24 - February 07, 2020
- England: January 31- February 14, 2020
- Italy: January 31 - February 14, 2020
- Turkey: March 10 - March 24, 2020

The data were analyzed by quantitative content analysis. The sharings in the specified period on Twitter pages were analyzed and divided into categories. The shares were classified according to categories, their numerical data were determined and subjected to content analysis. Findings were presented by tabulating frequencies and percentages.

Shares were grouped under six categories, considering their proximity in terms of meaning and scope. Brief information on these categories was given below:

- Identification of Covid-19: The posts containing general information about the virus such as the origin, development,

contagiousness, symptoms, ailments and consequences of the virus were collected in this category.

- Epidemic process: Information about the spread status in the world and countries, the number of cases that are infected, treated, recovered and resulted in death were given in this category.
- National measures: Decisions taken by governments at national level were grouped in this category. Health system and treatment infrastructure, motivating healthcare professionals, researches required for treatment, economy, education, transportation, tourism, measures taken in the fields of security in the country's borders and in all public areas, and the curfew, etc.
- International measures: Cooperation of countries in combating the epidemic was evaluated in this category.
- Individual and social precautions: The sharings, which are encouraging advice regarding individual health behaviors, were collected in this category. Maintaining social distance, paying attention to transportation and travels, obeying quarantine rules in suspicious cases, following hygiene rules, staying at home, getting informed from the right sources and things to do in suspicious cases.
- The diagnosis and treatment processes of the disease: All applications made to the infected in the hospital environment were evaluated in this category.

4. FINDINGS

Content analysis of sharings; it was detailed the topics of sharing category, sharing type, total number of retweets, the date of sharing, and total number of likes. All data obtained in the analysis of the research were recorded in Excel. The findings were presented by tabulating frequencies and percentages. Analysis results France, Germany, Italy, Britain, Turkey coded form with the names of their countries.

Table 1: General data on the Health Ministers' Twitter Accounts

	France	Germany	Italy	England	Turkey
Twitter Name	@agnesbuzy n	@jensspahn	@robersperanza	@MattHancock	@drfahrettinkoca
Joining Date	May 2017	May 2011	July 2011	January 2009	July 2018
Number of followers	n=120,4 B	n=138,5 B	n=73 B	n=167,4 B	n=4,1 Mn
	2,62%	3,01%	1,59%	3,64%	89,14%
Number of Followed	n=271	n=630	n=2870	n=1253	n=24
	5,37%	12,48%	56,85%	24,82%	0,48%
Tweet number	n=2657	n=8361	n=3431	n=18,5 B	n=1974
	7,61%	23,94%	9,82%	52,97%	5,65%

The data on the accounts of the ministers of health were recorded between 26 March and 29 March 2020. According to the data obtained on the specified dates, British Health Minister Matt Hancock opened the first twitter account in January 2009. The Minister of Health of Turkey was the last join minister on Twitter on July 2018.

When examining the number of followers, although the ministers participating in the latest Twitter Minister of Health of Turkey Fahrettin Koca, the number of followers took first place with 89.14%. Italian Minister of Health Roberto Speranza has the least number of followers with 1.59%. When compared to the number of followers of all ministers, the number of followers of Turkey's Minister of Health was found to be much more.

According to the followed number, Minister of Health of Turkey was followed by the minimum number of accounts. Roberto Speranza, which is The Italian Minister of Health, was followed the most accounts.

According to the shares made from the accounts, the most tweets were made by the Italian Minister of Health. Turkey has made at least sharing the Minister of Health.

Table 2: The Dates of The First Cases Detected in Countries and Dates of First Sharing about Covid-19 of tthe Ministers

	France	Germany	Italy	England	Turkey
The date of the First Case Detected	January 24, 2020	January 27, 2020	January 31, 2020	January 31, 2020	March 10, 2020
First Share Date on Covid-19	January 22, 2020	January 24, 2020	January 26, 2020	January 24, 2020	January 22, 2020

The Health Ministers of France and Turkey were made the first shares about Covid-19. The first patient was identified in France at two days after the first sharing by the French Minister of Health. The health ministers of Germany, Italy and England made the first sharing 3

days, 5 days and 7 days before the first cases were detected. Turkey's Health Minister gave information to citizens about the Covidien-19 before 48 days from the date of March 10, 2020.

Table 3: 15-day Twitter Sharings by the Ministers of Health Before and After the First Case in Their Country

	France	Germany	Italy	England	Turkey
All Shares on Covid-19 until the First Case	n=2	n=3	n=11	n=12	n=111
	1,44%	2,16%	7,91%	8,63%	79,86%
All Shares about Covid-19 for 15 Days Since the First Case	n=6	n=70	n=39	n=34	n=95
	2,45%	28,57%	15,92%	13,88%	39,18%

Until the patient first detected in the country, the most sharing about Covid-19 made Minister of Health of Turkey while the least sharing about Covid-19 made Minister of Health of France. When considering a 15-day period since the first case, the maximum sharing was made again from Turkey Minister of Health while Minister of Health of France made the least still sharing.

The all Ministers of Health about the Covid-19 heavily after the first cases were made the sharings except the Minister of Health of Turkey. The Minister of Health of Turkey made n = 111 sharings before the first case. The Minister of Health of Turkey made n = 95 sharings in a period of 15 days after the first case date.

Table 4: The Sharings on Covid-19 and Total Sharings during the Research

	France	Germany	Italy	England	Turkey
Total Number of Sharings	n=10	n=30	n=31	n=40	n=95
	4,85%	14,56%	15,05%	19,42%	46,12%
Total Number of Sharings about Covid-19	n=4	n=21	n=27	n=11	n=90
	2,61%	13,73%	17,65%	7,19%	58,82%

According to this data, Turkey was the sharings ratio 46.12% total Health Minister. Thus, it was the most sharing accounts on Covid-19. In the 15-day period After the first cases, Minister of Health of Turkey has taken more tweets than the sum of the other ministers. The least sharing rate belongs to the Minister of Health of French.

Table 5: The total number of sharings (tweets and retweets) made about Covid-19, the total number of retweets and likes

	France	Germany	Italy	England	Turkey
Total Number of Sharings	n=6	n=70	n=39	n=34	n=95
	2,46%	28,69%	15,98%	13,93%	38,93%
Total Number of retweets	n=1233	n=1914	n=4061	n=9050	n=2243600
	0,05%	0,08%	0,18%	0,40%	99,28%
Total Number of likes	n=1649	n=4386	n=16228	n=12940	n=12403000
	0,01%	0,04%	0,13%	0,10%	99,72%

Considering all the tweets and retweets made by the ministers during the research process and the responses to these shares; The Minister of Health of Turkey has made more sharing. Germany ranks second. France ranks last.

When examined the responses from followers for the sharings, the Minister of Health of Turkey's has been the most replied account. The response rates of other accounts are below 1%.

Table 6: The Dharings with the Most Retweets and Likes among all Sharings on Covid-19 During the Research

	France	Germany	Italy	England	Turkey
Number of Retweets of the sharing Receiving the Most Retweets	n=615	n=549	n=1,6 B	n=2 B	n=122 B
	0,49%	0,43%	1,26%	1,58%	96,24%
Number of likes of the sharing with the most likes	n=720	n=816	n=7,9 B	n=2,3 B	n=491,5 B
	0,14%	0,16%	1,57%	0,46%	97,67%

The Minister of Health of Turkey has been the most retweeted accounts with a 96.24%. The proportions of other ministers were found close to each other. The Minister of Health of Turkey has been the owner of the most likes account with a 97.67%. There was no big difference between the likes of other ministers.

Table 7: The Categories and Ways of Sharing the Most Retweets and Likes among all Sharings on Covid-19 During the Research

	France	Germany	Italy	England	Turkey
Category of the Sharing with the Most Retweets	National precautions	Individual and Social precautions	National precautions	Epidemic Process	Individual and Social precautions
Type of the Share with the Most Retweets	Text	Text + Photo	Text	Text + Photo	Text + Video
Category of the sharing with the most likes	National precautions	Individual and Social precautions	National precautions	Epidemic Process	Individual and Social precautions
Type of the Share with the Most likes	Text	Text + Photo	Text	Text + Photo	Text + Photo

When the categories and sharing styles of the sharings that received the most retweets and likes are examined, it can be seen that there are differences. The sharing that received the most retweets was national precautions in France and Italy. The individual and social precautions was the sharing with the most retweets in Germany and Turkey. The epidemic process was the sharing with the most retweets in England. The form of the sharing with the most retweets; The text was in France and Italy, England and Germany were photo, while sharing video and text have been in Turkey.

Most liked sharing; They were national precautions in France and Italy. The individual and social precautions was in Germany and Turkey. In the UK, there has been the shares in the epidemic process categories. The type of sharing the most liked share; The text in France and Italy. The sharing photo in Germany, UK and Turkey.

Table 8: All type of Sharing about Covid-19 During the Research

	France	Germany	Italy	England	Turkey
Number of Sharings with Photo	n=3	n=33	n=31	n=10	n=6
	3,61%	39,76%	37,35%	12,05%	7,23%
Number of Sharings with video	n=1	n=15	n=3	n=9	n=51
	1,27%	18,99%	3,80%	11,39%	64,56%
Number of Sharings with text	n=2	n=22	n=5	n=15	n=38
	2,44%	26,83%	6,10%	18,29%	46,34%

Considering the number of ways of sharing, it was seen that the accounts were shared in all three ways. However, it was seen that video sharing was preferred in some accounts and photo sharing was more preferred in some accounts.

The minister of health of Germany made the most photo sharing. The least sharing with the photograph was made by the French Minister of Health. The most video sharing has made Minister of Health of Turkey's. The least video sharing was made by the Minister of Health of France. The Minister of Health of Turkey has made only the maximum of sharing in the text form. The French Minister of Health made the least sharing in text form.

Table 9: The Number of Tweets and Retweets on Covid-19 During the Research

	France	Germany	Italy	England	Turkey
Tweet number	n=4	n=21	n=27	n=11	n=90
	2,61%	13,73%	17,65%	7,19%	58,82%
Retweet number	n=2	n=49	n=12	n=23	n=5
	2,20%	53,85%	13,19%	25,27%	5,49%

While providing information to the public, the Ministers of Health have sharings and retweets at different rates. The Minister of Health of Turkey was first in the sharing ratio. The Minister of Health of Italy later became second. The least sharing was made by the Minister of Health of French. Ministers, who transferred important tweets shared from other accounts on Covid-19 from their own accounts through retweeting, also decided to inform the public with this method the Health Ministers of The German and British used more retweet posts than their posts. The biggest difference between the number retweet with the number of Shares has been seen in the account of Minister of Health of Turkey. The Minister of Health of Turkey generally preferred to share tweets. It has been found that there is approximately a half of the difference between tweet and retweet posts of other accounts.

Table 10: The Number of Shares by Category of all Posts Related to the Subject During the Research

	France	Germany	Italy	England	Turkey
Definition of Covid-19	n=0	n=6	n=0	n=0	n=1
	0,00%	85,71%	0,00%	0,00%	14,29%
Epidemic Process	n=0	n=7	n=1	n=16	n=22
	0,00%	15,22%	2,17%	34,78%	47,83%
National precautions	n=5	n=34	n=29	n=11	n=45
	4,03%	27,42%	23,39%	8,87%	36,29%
International precautions	n=1	n=13	n=8	n=2	n=2
	3,85%	50,00%	30,77%	7,69%	7,69%
Individual and Social precautions	n=0	n=9	n=0	n=4	n=24
	0,00	%24,32	%0,00	%10,81	%64,86
Diagnosis and Treatment Processes of the Disease	n=0	n=1	n=1	n=1	n=1
	0,00%	25,00%	25,00%	25,00%	25,00%

In the category of Defining Covid-19, the German Minister of Health was the first. The Minister of Health of Turkey was the second in this regard. The Ministers of Health of France, Italy and England do not have sharings in this category. The maximum sharing of the Minister of Health of Turkey has made in the epidemic process. England, Germany, Italy followed to Turkey. The French Minister of Health was no sharing. The Minister of Health of Turkey has made the most sharing in the national precaution's categories. Germany, Italy England and France followed to Turkey. In the category of International precautions, the most sharing was made by the Minister of Health of German. Italy, England, Turkey and France have

followed to Germany. In the Individual and Social Measures thecategory, the Minister of Health of Turkey's has made the most sharing. Germany and England followed to Turkey. The Ministers of Health of France and Italy were not a sharing in this category. In the disease diagnosis and treatment process category, Germany, Italy, Britain and Turkey have made an equal sharing. The sharing of the French Minister of Health has not been found.

Table 11: The Intensity of all Posts on Covid-19 According to Category

	Definition of Covid-19	Epidemic Process	International precautions	International precautions	Individual and Social precautions	Diagnosis and Treatment Processes of the Disease
France	n=0	n=0	n=5	n=1	n=0	n=0
	0,00%	0,00%	83,33%	16,67%	0,00%	0,00%
Germany	n=6	n=7	n=34	n=13	n=9	n=1
	8,57%	10,00%	48,57%	18,57%	12,86%	1,43%
Italy	n=0	n=1	n=29	n=8	n=0	n=1
	0,00%	2,56%	74,36%	20,51%	0,00%	2,56%
England	n=0	n=16	n=11	n=2	n=4	n=1
	0,00%	47,06%	32,35%	5,88%	11,76%	2,94%
Turkey	1	n=22	n=45	n=2	n=24	n=1
	1,05%	23,16%	47,37%	2,11%	25,26%	1,05%

All ministers except for the Minister of Health of England made he sharings in the category of national measures. England was the country have the highest sharing in the epidemic process category. In general, the least shared categories are the identification of Covid-19 and the diagnosis and treatment processes of the disease. After the

national precaution categories, France, Germany and Italy shared the most in the category of international precautions. Turkey has made the most sharing in individual categories and social precautions after the national precautions.

When the findings and hypotheses were compared, the following data were obtained:

- Health ministers from outside Turkey have begun to share reaches epidemic countries. They provided irregular and insufficient information.
- The sharing of health ministers on Covid-19 has increased after the first cases were seen in countries.
- It can be said that the sharings of health ministers on Covid-19 carry political concerns as well as information.
- In the sharings of health ministers, the priority was to prevent the epidemic. Public institution precautions, individual and social precautions were more common.
- Sharing patterns of health ministers were different from each other (written text, photo, video, etc.). The written text, photo and video posts were included more.
- There was no relationship between the total number of tweets and the number of followers in the use of Twitter by ministers of health.
- There is no relationship between the date of login and the number of followers in the use of Twitter by ministers of health.

- The Covid-19 epidemics increased the number of followers of the Ministers of Health.
- The health Ministers actively used Twitter in the context of health communication. Therefore, the increase in the number of followers was a clear indication that the public uses Twitter for informative purposes in the field of health communication.

CONCLUSIONS

The Covid-19 virus, which emerged in China at the end of December 2019, infected hundreds of thousands of people in a very short time. One of the most important sources where citizens can get accurate information about the Covid-19 outbreak is health ministers. Within this research, the twitter sharings of Health Ministers of France, Germany, Italy, England and Turkey were analyzed.

As a result, the sharing of health ministers on Covid-19 has increased after the first cases were seen in countries. It can be said that the sharings of health ministers on Covid-19 carry political concerns as well as information.

Generally, when evaluating data obtained under research, the Twitter sharings of Minister of Health of Turkey was remarkable. The Minister of Health of Turkey, has reached a large number of followers after opening an account, although more rapid than other ministers. The Minister of Health of Turkey has followed a proactive communication strategy on Covid-19. He became the most informative minister with the sharings. The Ministries of Health of the

countries were primarily responsible for public health issues such as Covid-19. For this reason, they should inform the society regularly and continuously. Social media was the most important mass communication tool that will help Ministries of Health in this regard.

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CHAPTER 4
**COVID-19 PANDEMIC: TRACKING THE GLOBAL
OUTBREAK**

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INTRODUCTION

COVID-19 pandemic threatened the whole world. This epidemic, one of the most important events of 2020, has gained a large place in the news media. Society tried to obtain information about the course of the epidemic by following the COVID-19 news.

People perceive the news as an authority, so they also care and follow the news regarding the epidemic. With epidemic news, the public can learn the latest situations about the epidemic and ways of protection from the epidemic. At the same time, it is ensured that public opinion is shaped with such news. Faced with a threat, individuals seek to minimize the threat with news content.

Nowadays, with the development of technology and the internet, people have the opportunity to receive news from different communication channels. Also, it can share its ideas in these communicative channels.

In times of risk, people need more information. The most reliable area where they can obtain this information is news. In this respect, people follow the news more during epidemic periods. In this study, it was aimed to reveal descriptive data by focusing on how the Kyrgyz community followed the news of the COVID-19 epidemic.

Within the scope of the study, the participants; Through which communication tools they follow the COVID-19 news, the characteristics they seek in the news, the level of interaction with the

news, reliable news sources, and their thoughts about the COVID-19 epidemic were tried to be determined.

It has been determined that the participants use both conventional and new media in following the news. However, it should be noted that the participants have more confidence in conventional media. People want to learn about the ways of protection from epidemic news most.

In the study, the opinions of the participants about the COVID-19 news of the media were reached. In this context, participants believe that the media outbreak reports are guiding and think that enough time has been allocated in the media for the COVID-19 outbreak.

1. HEALTH JOURNALISM AND NEWS FRAMING

News media are powerful shapers of what people in a society believe to be important and how to think about problems. Journalists' resources have the opportunity to frame a story and provide an interpretation of ideas and events that can affect people's beliefs and actions (Mason et al., 2018: 701).

Health news production consists of 4 stages. The reporter communicates with the news sources in the first place and decides on the news angle, and then he starts investigating the story. In the second stage, the reporter decides whether to follow a story in light of the data he has reached. In the third stage, the reporter researches the subject and makes comments, It uses human stories to get quotes. and in the last stage, by searching for additional information from sources,

it is decided whether the story will be finally published or not (Viswanath et al., 2008: 763).

With the completion of all these stages, health news meets with its readers. The public learns a lot about health and health policy from the news media. News media can shape the public's views on issues by emphasizing certain characteristics within its scope, such as the causes of a problem, who is responsible for dealing with it, and which groups are affected (Gollus and Lantz, 2009: 1091).

Mass media are extremely effective in shaping health discourse (Hayes et al 2007). The society shapes its behavior around the messages coming from the mass media, and society takes the health precautions with the messages of these mass media. However, according to Subervi-Velez, individuals need more health information. People cannot get all the information about health issues they need from health news (Subervi-Velez, 1999: 225-226).

One of the important points about health news and medicine is part of scientists. It is impossible to make medical research public without the media. Therefore, trust in the media becomes extremely important in health news (Tanner, 2004: 352).

Sources identified or cited in a news story are often seen as the authority over a topic. In this respect, news framing is an important point to focus on, especially in health news (Mason et al., 2018: 701).

It should be underlined that there are only two different frameworks when looking at health news frameworks. One of these is positive and optimistic framing. The other is the framing style that focuses on limited security and risk issues (Kimmerle, et al. 2015: 183).

Turkey has intensified its research on organ donation in the news media. They underlined that this type of news is mostly negative news. The news in print media and television channels were not about motivated or altruistic behavior (Çolak et al., 2010). As can be seen in this example, the news media make choices about the delivery of health news. Health news has an important effect on public perception (Berry, Wharf-Higgins, and Naylor, 2007: 35). Health news can be important sources of information if it is made with special and separate attention. Also, such news plays an important role in health education. (Subervi-Velez, 1999: 225).

2. EPIDEMIC DISEASES IN THE FRAMEWORK OF NEWS TRACKING

In recent times, when we are surrounded by more than one communication tool, most of the users are not limited to a single tool to read or examine to access news (Becan, 2018: 241). Especially in extraordinary situations such as epidemics, people follow the news intensively through conventional and new media to obtain more information. People both want to get information about emergencies and can reduce the risk of health about threats. An important function of the new media in epidemic times is that the necessary assistance

can be provided quickly with the news reaching a large number of people (Potts, 2014: 6).

Today, people read the news, share their thoughts, and comments about the news in various communication channels. This situation brings along the interaction between the news and the reader. However, this situation brings along disinformation, especially in social media. In parallel with the development of new media, the audience watching health news is in a mutual interaction with media sources. The presentation of health news in the new media is the presentation of the most up-to-date technical information within the framework of illness (Tanner, 2004: 360,361).

Health news in the mass media often does not make headlines. The threshold of attracting people's attention is only related to the great threat to human health (Wei, Hwei Lo, and Yi Lu, 2008: 262). This threshold increases especially in epidemic situations. Therefore, people need more information about the epidemic. It is precisely for this reason that epidemic news can be included more in the news to convey the information that readers need. When news content is examined during epidemic periods, content is usually produced on risk, treatment, and risk prevention (Berry, Wharf-Higgins and Naylor, 2007: 40).

News follow-up and impact studies on epidemics are carried out. For example, Wei, Hwei Lo, and Yi Lu studied the human impact of bird flu outbreak news. Wei, Hwei Lo, and Yi Lu highlighted the negative

effects of the epidemic news on humans, using an expression such as exposure to bird flu news. The main negative effect is that there is a narrowing of self and other perception. This situation is related to the participants being more worried about the epidemic. Another important finding is related to the gender variable. Men are less affected by epidemic news than women (Wei, Hwei Lo, and Yi Lu, 2008).

Kimmerle et al (2015: 184) found that people were less skeptical about positive health news. Therefore, in his studies, he stated that including the disadvantages and risks of the disease along with this positive news would be a strategy for journalists. Thus, presenting the risks of epidemic diseases to the reader with positive news will expand the scope of the news.

3. METHOD

In the study, it was aimed to reveal descriptive data by focusing on how the Kyrgyz community followed the news of the COVID-19 epidemic. For this purpose, the participants; Through which communication tools they follow the COVID-19 news, the characteristics they seek in the news, the level of interaction with the news, reliable news sources, and their thoughts about the COVID-19 epidemic were tried to be determined.

To determine how the Kyrgyz community follows the COVID-19 epidemic news; In the city of Bishkek, the capital city of Kyrgyzstan, 700 people from the research universe were surveyed face-to-face

through simple random sampling, 670 questionnaires were deemed suitable for analysis in the preliminary examination, evaluations and analyzes were made over this number.

The study sought answers to the 5 basic research questions listed below.

- From which mass media does the Kyrgyz community follow the COVID-19 news mostly?
- What qualities does the Kyrgyz community look for in the COVID-19 news?
- What kind of interaction does the Kyrgyz community interact with the COVID-19 news?
- Which news sources do the Kyrgyz community trust the most in COVID-19 news?
- What are the views of the Kyrgyz community on the COVID-19 news?

To determine the participants' ways of following the COVID-19 outbreak news; A 3-stage survey form was prepared. The survey form was prepared in Russian and Kyrgyz, understandable by the participants, and took its final form by using the researches made on the subject. The survey form was adapted from Yıldız and Gür's (2018) study titled “ Hemşirelik Bölümü Öğrencilerinin Sağlık Haberlerini Takip Etme Durumları (Bitlis Eren Üniversitesi'nde Bir Araştırma). The Cronbach Alpha of the survey form created is 0.79. This data shows that the survey form is reliable.

In the first part of the survey form, demographic characteristics were tried to be determined by asking questions regarding gender, age, and educational status. In the second part, 5 questions were used to determine the opinions of the participants regarding the tracking status of the COVID-19 news. In the third part of the survey form, the opinions of the participants about the COVID-19 news were tried to be determined. A five-point Likert-type scale was used to measure the participants' degree of participation in items. Responses were received in the ranges of (1) Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, (5) Strongly Agree.

The survey form was applied in Kyrgyz and Russian in the second half of May 2020, and the questionnaire form prepared before starting the field study was pre-tested on 50 participants. The obtained data were processed using the SPSS program and analyzed with descriptive analysis techniques.

3.1. Results and Discussion

The demographic characteristics of the participants are in the first stage. Then, findings on COVID-19 news tracking situations are presented. And finally, the findings on COVID-19 news were discussed in three contexts.

3.1.1. Demographic Characteristics of Participants

Some of the findings regarding the demographic characteristics of the participants are as follows:

51.9% of the participants in the survey are women and 48.1% are men in terms of gender. The age distribution of the participants is 13.30% 18-20 years old, 20% 21-26 years old, 40% 27-32 years old, 13.3% 33-32, 6.7% 39- 44 years, and 6.7% are older than 45 years. Education status is 13.4% high school, 79.9% undergraduate, and 6.7% graduate.

3.1.2. COVID-19 News and Findings Regarding News Tracking

Table 1: Most Followed Mass Media in COVID-19 News

	Frequency	Percent	Valid Percent	Cumulative Percent
TV	220	32,8	32,8	32,8
Radio	25	3,7	3,7	36,6
Newspaper	179	26,7	26,7	63,3
Internet	246	36,7	36,7	100,0
Total	670	100,0	100,0	

As can be seen in the table 1 above, the most used mass media for tracking COVID-19 news by 36.7% of the participants are internet, 32.8% TV, 26.7% newspaper, and 3.7% radio. Participants mainly

follow the COVID-19 news over the internet and TV. Table 2 shows which qualities participants generally look for in COVID-19 news.

Table 2: Qualifications Sought in COVID-19 News

	Frequency	Percent	Valid Percent	Cumulative Percent
News and Information	207	30,9	30,9	30,9
Review	29	4,3	4,3	35,2
Outbreak Prevention knowledge	299	44,6	44,6	79,9
News-Comment	135	20,1	20,1	100,0
Total	670	100,0	100,0	

Participants are generally looking for information on COVID-19 outbreak prevention in the COVID-19 news. In addition, the participants are looking for information and information in the news about the epidemic. The least sought after by the participants was criticism. The forms of participation in the COVID-19 news that the participants read or watch are given in the table below.

Table 3: COVID-19 News Tracking Process and Interaction Levels

	Frequency	Percent	Valid Percent	Cumulative Percent
Reader and Commenter	187	27,9	27,9	27,9
Reader Rarely Commenter	239	35,7	35,7	63,6
Only Reader	154	23,0	23,0	86,6
Following Not Regularly	90	13,4	13,4	100,0
Total	670	100,0	100,0	

As can be seen from the table 3 above, most of the readers who read the COVID-19 news stated that they read the COVID-19 news regularly. While 35.7% of the participants stated that they rarely comment on the news, 27.9% of them stated that they commented actively. 23% of the participants only read the news, there are no comments. 13% stated that they do not regularly follow the COVID-19 news. In general, it is seen that they participate in the news by commenting on the COVID-19 news.

Table 4: Reliable News Sources

	Frequency	Percent	Valid Percent	Cumulative Percent
News Bulletins	224	33,4	33,4	33,4
News Focused Channels with Hourly Notifications	223	33,3	33,3	66,7
Printed Publications	179	26,7	26,7	93,4
News Abstracts, Headlines Shared on Social Networks	44	6,6	6,6	100,0
Total	670	100,0	100,0	

The table 4 above presents the sources of news that participants find reliable about the COVID-19 outbreak. Accordingly, the participants find the main news bulletins (33.4%) and news-oriented channels (33.3%) that make an hourly notification more reliable. Participants find the news (6.6%) shared on social media less reliable.

3.1.3. Findings for Thoughts on COVID-19 News

In this part of the study, some suggestions are presented to the participants with the paired likert type scale to determine their opinions about the COVID-19 news. With this scale, responses were received in the ranges of (1) Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, (5) Strongly Agree. According to the answers given by the participants regarding these items:

Table 5: Opinions of Participants on COVID-19 News

Thoughts on COVID-19 news	1	2	3	4	5
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Journalists report by understanding the plight of patients and doctors.	% 13,4	% 13,4	% 19,9	% 40,0	% 13,30
Journalists act privileged reports to some health institutions and their news	% 0	% 6,6	% 40,0	%26,7	% 26,7
I think the COVID-19 news is a guide	% 0	% 6,6	% 20,0	%46,6	% 26,9
I think the media are reporting COVID-19 news objectively and accurately	% 0	% 13,4	% 20,0	%46,7	% 19,9
I do not have a negative opinion on COVID-19 news in the media	% 0	% 6,6	% 13,1	% 46,7	% 33,6
I think enough time and attention has been given to COVID-19 news	% 6,6	%6,7	%% 6,6	%46,7	%33,4
I believe COVID-19 news is driving society	% 0	% 13,3	%26,6	%46,9	% 13,3

Table 5 shows the participants' views on COVID-19. In this context, the majority of the participants (53.3%) think that journalists understand the conditions of patients and doctors and make the news. While 26.8% did not agree with this idea, 19.9% were undecided about this proposition. Participants were asked to suggest that journalists treat some health institutions and their news privileged. While 53.4% of participants agreed with this statement, 6.6% of the participants disagreed with this statement. One of the most important functions of epidemic news is to guide society. Most of the respondents think that COVID-19 news is a guide (73.5%). In the journalism profession, the fact that the journalist looks at events with an impartial eye is one of the factors that increase the credibility of the news. Individuals who believe that the journalist is impartial follow the instructions given in the news. This is also true in epidemic news. The fact that the journalist makes the news objectively by the individuals increases the credibility of the news and has more impact on the individuals. 66.6% of the participants think that the media are reporting COVID-19 news objectively and accurately. 13.4% of them do not agree with this idea. Participants' attitudes towards COVID-19 news in the media were tried to be determined. The participants were asked to suggest that I do not have a negative opinion on COVID-19 news in the media. 80.3% of the participants do not have negative thoughts about the COVID-19 news in the media. In situations that threaten the majority of society, such as an epidemic, it is expected to include more news about the epidemic in the news. Most of the respondents (80.3%) think that enough attention and time is devoted

to COVID-19 news. Another duty of the journalist in cases of epidemics is to guide society by informing the public about the epidemic. In this context, while 60.2% of the participants believe that the COVID-19 news leads the society, 13.3% of the participants do not agree with this idea. The rate of those who remain undecided is 26.6%.

CONCLUSION

As of March 11, the World Health Organization declared COVID-19 as a global epidemic threatening the world. Since this date, the epidemic has been on the agenda both in traditional media and in new media news. The most important reason for this situation is that the epidemic threatens society in terms of health and economy. Thus, the society wanted to get more information about the epidemic, and the news media have made an effort to meet this demand.

As the epidemic diseases threatening public health increase, the rate of following the epidemic news increases. People follow health news to learn about the COVID-19 pandemic and to learn about prevention. This study focuses on the way viewers/readers follow news during the COVID-19 period. In this context, a 3-stage survey form was prepared.

Participants follow COVID-19 news on mass media such as TV, radio, newspaper, and the internet. Participants mostly use the internet and TV among these mass media to follow COVID-19 news. Radio is the least used mass media in monitoring COVID-19. The most

anticipated thing from COVID-19 news is the presentation of information on ways of protection from the epidemic in the news. This is a search for uncertainty with the news. People want to learn the ways of protection from the epidemic through news, and take their precautions according to the news content.

In times of epidemic, the media gives more coverage to the news about the epidemic. The main reason for this is related to public awareness and the public's desire to get information. They stated that most of the participants in the study follow the news. It is not only content to follow but also contributes to the news by commenting. This situation is also an indication that in times of crisis, the news sets the public agenda.

During epidemic periods, trust in the media comes to the fore. Participants find conventional media more reliable and social media less reliable. This situation is related to disinformation in social media. The fact that social media is uncontrolled and that everyone can write news as a journalist is one of the factors that trigger this situation. The public is aware that conventional media news passes through a certain control mechanism. For this reason, trust in conventional media comes to the fore.

Some findings were reached regarding the opinions of the participants in the context of the COVID-19 news they followed. One of the most important functions of epidemic news is to guide society. A large part of the participants considers COVID-19 news to be a guide. Overall,

the participants do not have a high percentage of negative feelings about COVID-19. And participants feel that enough time has been allocated in the media for the COVID-19 outbreak.

In epidemic situations, individuals follow outbreak news. In this context, the media should provide information on ways of protection from the epidemic. Thus, society can have the chance to get out of the epidemic with the least damage. Another task that falls upon the media is not to create an atmosphere of panic. The news media should not give excessive negative news and should not put people in panic. Another issue is that according to research data, people find conventional media safer. In this case, conventional media can be used more effectively, especially in times of crisis.

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