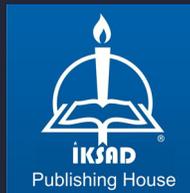


# BASIC KEYS OF PRODUCTIVITY IN BUSINESSES

**EDITOR**  
**INSTRUCTOR ADNAN AKIN**

**AUTHORS**  
**PROF. DR. ADNAN CELİK**  
**ASSOC. PROF. DR. RUKİYE KİLİLİ**  
**ASST. PROF. DR. ŞENOL YAVUZ**  
**RES. ASST. DR. AYTAÇ ERDEM**  
**LEC. TUĞRUL GÜNAY**  
**BEYZA NUR BULBURU**  
**BİLGE DOĞANLI**  
**MEDİNE CİFTÇİ**  
**NİHAN KELEŞ TOPAL**



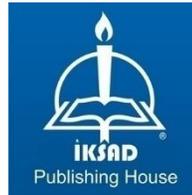
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## **CONTENTS**

### **PREFACE**

*Instructor Adnan AKIN* .....1

### **CHAPTER 1**

#### **SUCCESSFUL MANAGEMENT OF CHANGE IN ORGANIZATIONS**

*Assoc. Prof. Dr. Rukiye KILILI*

*Lec. Tuğrul GÜNAY*.....3

### **CHAPTER 2**

#### **EFFECTIVE TIME MANAGEMENT IN BUSINESS: A GENERAL EVALUATION IN TERMS OF COMPANY SCALES**

*Prof. Dr. Adnan CELİK*

*Beyza Nur BULBURU*

*Medine CİFTCİ*.....21

### **CHAPTER 3**

#### **AN INVESTIGATION OF FARMERS IN HAZELNUT GROWING ACTIVITY IN TERMS OF OCCUPATIONAL HEALTH AND SAFETY: ÇARŞAMBA EXAMPLE**

*Asst. Prof. Dr. Şenol YAVUZ*.....47

### **CHAPTER 4**

#### **ELEMENTS OF BRANDING AND CITY BRANDING**

*Bilge DOĞANLI*

*Nihan Keleş TOPAL*.....69

**CHAPTER 5**

**CAN WE ONLY FALL IN LOVE WITH A PERSON?  
ANTECEDENTS AND CONSEQUENCES OF BRAND LOVE**

*Res. Asst. Dr. Aytaç ERDEM.....111*

## **PREFACE**

Businesses strive to maintain their presence in the industry, become a brand and increase their profits. In the globalizing world, the intense competition, the rapid change in technology, cause the demands and expectations of the consumers to change continuously. This situation requires businesses to constantly renew themselves. However, change is not about being renewed randomly and aimlessly, on the contrary, it is about taking control, planning, changing direction and managing innovation. Therefore, one of the main keys to success and high quality productivity is to renew by adapting to changing conditions, regardless of large, medium or small enterprises. In addition, change, which is among the most popular concepts of our age, and the effective management of time and various efforts to increase the performance of employees are important for the long-term commercial life of businesses. Because, the most important resource of businesses is people. Therefore, achieving the desired productivity and quality from the employees at any time depends on the safety of the workforce. Because the workforce wants to feel safe while performing their duties. This situation reflects on the performance of the workforce and increases the productivity in the business. For this reason, it is important that businesses make the change at the right place and time and ensure effective time management. Therefore, this situation will reflect on consumers; It will provide support for products to become a brand or to increase consumer loyalty to these

products. In addition, this situation can be expressed as one of the conditions for businesses to achieve their goals.

According to this information, a book called the ‘Basic Keys of Productivity in Businesses’ has been prepared. The book has been prepared in five chapters with the contributions of nine authors. In this book, effective time management in business, brand love and loyalty, elements of branding, successful management of change in organizations, health and safety at work issues are covered.

I would like to thank Zeynep AVŞAR from ISPEC Agency, Designer Mr. İbrahim KAYA who has worked in the preparation of this work, IKSAD Chief Advisor and IKSAD International Publication House Supervisor Mr. Sefa Salih BILDIRICI, and IKSAD President Mr. Mustafa Latif EMEK who supported us in every matter. I would also like to express our gratitude to our authors for their significant contributions to the work.

Finally, I would like to state that all academic and legal responsibility regarding academic research in the book belongs entirely to the authors.

Instructor Adnan AKIN<sup>1</sup>

May 2021

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<sup>1</sup> Abant İzzet Baysal University, Bolu Vocational High School, Hotel, Department of Restaurant and Catering Services, Bolu, Turkey, adnan.akin@ibu.edu.tr ORCID: 0000-0002-7023-1678

**CHAPTER 1**  
**SUCCESSFUL MANAGEMENT OF CHANGE IN**  
**ORGANIZATIONS**

Assoc. Prof. Dr. Rukiye KILILI<sup>1</sup>, Lec. Tuğrul GÜNAY<sup>2</sup>

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<sup>1</sup> Cyprus Science University, Tourism Faculty, Department of Tourism and Hotel Management, Kyrenia, North Cyprus, rukiyekilili@csu.edu.tr  
ORCID:0000-0002-8975-9288

<sup>2</sup> Cyprus West University, Faculty of Economics, Administrative and Social Sciences, Department of Tourism and Hotel Management, Famagusta, North Cyprus  
t.gunay@cwu.edu.tr . ORCID: 0000-0001-5649-1775



## **INTRODUCTION**

In order to survive and succeed in the current intensely competitive and ever-changing market climate, effective improvements in management are vital for any company. Therefore, organizational reform is a planned attempt to enhance the ability of an organization to get work done and serve the business market better. Organizational transformation is about individuals and working to accomplish business ideologies and priorities with them. Real change happens when people understand that they are rendered more effective, profitable, and capable of meeting the needs of the client through a new approach, technology or procedure. Organizations will only implement a program of change when workers participating in the program understand its core value and trust it.

One of the most difficult challenges for any organization is the execution of the change management process, and statistics reflect that careful preparation, modern tools, and daily, thoughtful plan are all required. Organizational transition is seen as a contingency factor since it is beneficial for organizations to adjust existing procedures to the ongoing change carefully. Shift management has become one of the most significant success drivers for any organization in today's ever-changing world.

This paper contains details on the study's context, research philosophy, intent, and goals. The goal is to introduce the main terminologies and concepts in this work along with the context.

Change is generally a response to some significant threat or opportunity arising from within an organization (Daft, 1983). In response to both market and economic developments, managerial awareness, decisions and behavior, changes within an organization take place. Managers see events happening in this way that can signify the need for improvement to them. In this sense it is imperative that an organization continually monitors what is happening around it, this in turn will help develop a sense of awareness which stems from realizing the need to set in motion changes that will keep it afloat, or ahead of, the game in the highly competitive and ever-evolving business environment. It is evident to note that for organizations to survive, let alone keep thriving, changes need to be considered at some point by management at all levels. It is necessary to consider what the causes of the change are and what needs changing.

In any organization, change is most times vehemently opposed. Hence for a successful organizational change to be successfully implemented, the vision and the change imperative should be cascaded down from a strategic management standpoint backed by the organizations objectives. Top management staffs should fully back the new vision and take lead along with the support functions. The reason for this strategy is to create trust among employees regarding the change. The change process and steps should never be discussed or implemented in isolation. It should be well communicated among employees at all levels with emphasis on positive outcomes that the

new change will bring to the organization. Closed door policy by the top management staffs, regarding the change should not be adopted.

Once an organization has identified what needs to be changed, the following factors should be considered to ensure a successful management change, these factors include;

1. Clear Vision
2. Strategic Plan
3. Human Resource Management

## **1. FACTORS**

### **1.1. Clear Vision**

Every organization exists according to its vision and mission. Hence for a successful management change to occur the organization must ensure it is rooted in her core ideology, and mission and vision statement as a successful management change will never deviate from the vision, and mission of organization to respond to change but rather successful management will revisit the vision and mission, goal, and policy to realign to the impact of change. Thus, vision, goal, and policies are not fixed they are dynamic because change is constant.

### **1.2. Strategic Plan**

Effective management of transition begins with a sound plan. It is important to explain why you want a change, to define the anticipated effects, the effect of the company, and how you intend to change. Having a basic strategic plan in place is key factor to effecting a

successful change management and help guide seamless and effortless transition. When it comes to organizational change, preparation is key hence a strategic plan provide a sustainable road map and methodology to reaching the desired goal. Once the strategy plan is outlined it designed it is important to relay this plan to all levels of the management as communication will be vital to getting your team on board. Clear communication is paramount when trying to raise the level of understanding or implementing a much-needed change in any organization. Resistance becomes higher if the purpose and onset of change is not properly communicated. Understanding the plan and clearly communicating the purpose for a change is a key step to success (Kerzner, 2019). The new change should thus be communicated to all employees with the strategic plan to achieving it and its benefits, hence convincing and assuring the employees that the change will not be achieved at their expense.

### **1.3. Human Resource Management**

The Department of HRM is responsible for organizational change execution and management and should be considered a central element in achieving change management. There is a saying that the more people are involved, the more they are happy with something. The human capital aspect therefore comes into play in the mechanism. Effective change management requires good human resource feedback, inability to properly map the HR's responsibility and what they are required to accomplish out of the project, so it can be difficult to accomplish the efforts to manage change. The human resource

performs several tasks related to the engagement, execution, and control of significant changes. Through guiding and leading the transition and by functioning as a facilitator for improvements that other leaders and departments have embraced, human resources may play a dual role in change management. Human resource practitioners most often support workers by acting as a point of contact for questions and concerns and by describing the personnel transition process. In addition, discussions and communications about transition and related programs are also organized by human resources. Through measuring the post-implementation return on investment by determining key performance measures (KPIs) to be assessed and monitoring and evaluating these outcomes, human resources may also play a strategic role in change management. By championing change, the human resource can help the organization increase buy-in, comfort and support for change across departments, thereby increasing the success of change initiatives.

The main purpose of this study is to extensively explore the concepts on organizational change, strategic planning, human resource management and exploring an empirical overview on change management. And more so to identify and outline the three most important considerations that should be prioritized to ensure the successful management of change in organizations.

## **2. LITERATURE REVIEW**

The literature and associated models for research problems are reviewed in this paper. The chapter presents the key principles of organizational change, strategic planning, management of human resources and the exploration of an empirical summary from previous research on change management.

### **2.1. Concept of Organizational Change**

Organizational change management is an event or program which a business or enterprise wishes to adopt, which may cause significant disruption to their daily operations. There are various factors that can lead to a change within an organization. With organizational change strategies, businesses can avoid stagnation while minimizing disruption. Management of change is a systemic strategy that includes discussing the transfer or improvement of organizational priorities, core principles, processes, or technologies (Soparnot, 2011).

Any organizational change management program seeks to effectively adopt policies and approaches to effect change and to help people adapt and embrace change. As business and operational shifts take place on a regular basis, change management teams and communication of change have become essential performance drivers for successful organizations.

## **2.2. Overview of Change Management**

Change management refers to the structured approach to preparing, assessing, and executing efforts to eliminate short- and long-term instability in others to make the transition as smooth as possible. Management of change is also seen as a necessary idea for businesses to allow them to compete in an ever evolving and competitive market climate. Change management is about people (human resources) and their ability to respond to change in the first place. Change management is also an approach to the transformation from a present state to a desired future state of people, teams, and organizations. It is an organizational mechanism that seeks to assist all levels of an organization's management to recognize and embrace improvements in their business climate. Organizational change involves both managing the change processes and handling human issues at the low and high level of business strata (Kanter and Dretler, 1998). According to Piderit (2007), it has become an increasingly pervasive phenomenon in both business and human service organizations due to forces such as globalization and political shifts to neoliberalism.

Many companies have been inspired by the rapid growth of information and communication technologies to aggressively pursue new forms of improvement, ideas and innovative strategies to enhance their existing product, process and system model, known as organizational change, and it had been widely accepted that effective and efficient human management resource practices are important in extracting positive work output among employees which invariably

translate to Change management (Tan and Nasuridin, 2010). Change management is an attempt to adapt and respond effectively to changing economic conditions, technological changes, market, and customer demands and a changing workforce. The position of human resources is increasingly seen as one of the key factors in the creation and implementation of the strategic plan and vision to increase competitive pressure as both public and private organizations are forced to respond to the domestic and international competitive environment, technological advances, slower growth and shrinking markets (Buyens and DeVos, 2001).

### **2.3. Strategic Entrepreneurship**

Entrepreneurship is defined by coordinating efforts that have not existed previously (Shane & Venkataraman, 2000) and the entrepreneur is a person who is alert to trade opportunities, as an activity involving the discovery, evaluation, and exploitation of opportunities to introduce new goods and services, organizational approaches, markets, processes and raw materials (Kirzner, 1997). Entrepreneurship is the quest for prospects regardless of resource availability (Stevenson, 1983). Entrepreneurs can be described as an ultimate strategist, even if they are not aware of it, as people who personally take responsibility for organizing and managing a company, willing to take on potential risks for a profit (Hunger, 2012). With the global competition that offers many opportunities to businesses, entrepreneurship has become one of the important issues mentioned in the management discipline. Mintzberg (1973)

emphasized the importance of entrepreneurship in strategic management by evaluating entrepreneurship within strategic decision-making approaches (Wheelen and Hunger, 2012). Strategic entrepreneurship consists of processes aimed at demonstrating a high business performance by simultaneously searching for opportunities (focusing on entrepreneurship) and exhibiting behaviors to create competitive advantage for the business (strategic focus) (Ireland, Hitt and Sirmon, 2003).

#### 2.4. The Differences Between Strategic and Economic Thinking

In reviewing the past articles and journal it is very scares to see the article and journal that further explain these two items, most of them explain about strategy or economics as separately, not finding the difference between the two contexts, however, this project work will fill this gap. Moreover, the table below explain the differences between strategic and economic thinking, some of these differences were deduced from Miguel et al. 2009.

**Table 1.** Comparison of Strategic Thinking and Economic Thinking Approaches

	<b>Strategic Thinking</b>	<b>Economic Thinking</b>
1	It is a plan which is used to rebuild or reposition an organization.	While economic thinking entails strategic plan and revitalization of the economy
2	Strategic plan entails vision, mission, and values.	Economic thinking is broader which entail the strategic plans, budget, etc. and it can be used in wider scopes. For example, when planning the budget of a country it entails a lot of experts and fields.
3	Strategic thought, by increasing the chances of structuring it, helps to make the theoretical future a	Economic thinking is aiming at optimizing solutions in conditions of limited resources, and limited

	desirable and probable future. That means thinking about certain strategic goals and then developing strategies to achieve these goals.	rationality key.
4	The key concepts for business are uncertainty, strategic objectives, strategies, and competitive advantage. Time reference is always the future, in a long run perspective.	The concepts for business are: profit, efficiency and effectiveness.
5	Selection and choice are component of strategic thinking	Choice is just a factor in production under economics thinking.
6	Decision is taking within the confine and banned organization.	Decision is taken by the government and other authority.
7	Decision-making is mainly focused on deterministic and linear reasoning. Mostly the present, and near future, is the time reference.	Decision making is focused on reasoning that is probabilistic, nonlinear, and innovative. Future thought often requires overcoming many challenges posed by economic thinking.
8	The strategic thinking consists of the management, board of trustees and the stakeholders	While in economic thinking is more elaborate consist of politicians, ministries, private, public etc.
9	Strategic thinking is based especially on spiritual knowledge and spiritual intelligence.	While Economic thinking is based almost exclusively on rational knowledge and rational intelligence.
10	Strategic thinking the competitive advantage and sustainable business are most	Economic thinking profit maximization is the most important principle

**Source:** Miguel et al. 2009.

Therefore, both the strategic thinking and economic thinking can be compared, but the fact are that the two are for profit, reposition and growth of the organization in the context of organization, while on the other hand, economics thinking is for the growth and revitalization of the economy of nations. Importantly, the two are needed for companies and countries at this pandemic (COVID 19) period for sustainability and growth of economy.

## CONCLUSION

All kinds of activities that human beings have done to live and meet their needs since the first years of history reveal that people had entrepreneurial characteristics such as taking risks and innovating to survive. With the world undergoing a great change, the transition from an economy based on agriculture and crafts to an economy dominated by industry and machine production in the 18th century spread all over the world starting from England. During this period, called the "Industrial Revolution", machines started to replace manpower and industrial products were rapidly put into service of humanity.

The new generation, which is called the information society, has brought innovations in the concept of entrepreneurship within the cultural transformation. One of these new terms is strategic entrepreneurship. This new concept includes managers' managerial skills such as long-term decision making and risk-taking. The conventional concepts of the past have been replaced by entrepreneurs who think based on knowledge and have an innovative understanding.

As a reflection of this, entrepreneurship based on individual and individual talent came to the fore and the intellectual productivity ability of the people gained importance. In today's conditions where there is a rapid change not only in technology but also in economic and social fields; It is possible to give birth to new industries by using new technologies, to increase productivity in sectors, and to ensure economic growth by giving the necessary importance to the concept of

management. Change is a necessity for ensuring and sustaining organizational development, and the ability to manage change is an important quality sought in managers. Since the type of organizational change that management science deals with is essentially planned change, the success of organizational change depends on the execution of the change process in a planned way, not randomly. In this context, for organizations that must establish a relationship with their environment as living systems, immutability and stasis express dissolution and end (entropy), and from this aspect, it can be argued that change has an extremely important role in organizational sustainability. However, as mentioned before, the phenomenon of change is felt by everyone in our age, but it is not known what kind of behavior should be developed in the face of change. For this reason, management science should try to understand the phenomenon of continuous change and develop new concepts, techniques, and methods for organizations most affected by the change. As we mentioned earlier, macro, and micro change activities are related to the number of issues that are subject to change in the organization. Macro change implies subjecting the organization to change. This is also known as organizational development.

If managers, who are aware of the effects of external environmental factors on organizational activities, feel the need for any change in the administrative field to control and control these effects, it will increase the competitiveness of organizations in the long term and organizations that develop themselves in the field of management can

be much more effective in the sector and society in which they are located. It is decided to change as a solution in cases where conditions are forced, and problems can no longer be solved by known methods. In our age, the inability of organizations to keep up with the change, which has become the main driving force, has become a question of existence and sustainability. For this, businesses need to adopt different management approaches. The change has become a necessity, and businesses that take change management seriously will stand out from the competition. Change management will make the organization more successful in projects and help employees to adopt faster, understand the reason for the change by making change constructive rather than destructive.

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**CHAPTER 2**

**EFFECTIVE TIME MANAGEMENT IN BUSINESS:  
A GENERAL EVALUATION  
IN TERMS OF COMPANY  
SCALES<sup>1</sup>**

Prof. Dr. Adnan CELİK<sup>2\*</sup>, Beyza Nur BULBURU<sup>3</sup>, Medine CİFTCİ<sup>4</sup>

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<sup>2\*</sup>: Corresponding Author: Selcuk University, FEAS, Department of Business, Konya/Turkey. E-mail: adnancelik@selcuk.edu.tr, Tel: +90 507 4375165, ORCID: 0000-0002-8538-9937.

<sup>3</sup>: Selcuk University, ISS, E-mail: beyza.bulburu@gmail.com, Tel: +90 530 1121195, ORCID: 0000-0001-6272-1661.

<sup>4</sup>: Selcuk University, ISS, E-mail: medine.ciftci@yapikredi.com.tr, Tel: +90 530 5556805, ORCID: 0000-0001-7075-6207



## **INTRODUCTION**

The concept of time is defined as the time in which a job, an action or an occurrence elapsed time. These jobs, actions or occurrences can happen in the past, present or future (Ates et al, 2018: 105). Time management (TM) has different definitions. It is possible to define this concept as the group of skills used to control the actions that need to be done and as the best time to be evaluated. One of the most important advantages that people have with the use of planning, organization, directing, coordination and controlling functions, which are five basic functions of management, is to use time effectively (Sayan, 2016: 6).

Time management closely concerns all staff of the organization. It is an important value for business, family and social life. Some of the most important benefits of effective time management are ensuring that the most important resource of organizations, people are employed more efficiently and project costs are reduced (Ates et al, 2018: 106). The focal points of time management are goals and solutions. The meaningfulness of life takes shape with time and purpose. In order to achieve the goals, goals should be set and appropriate plans should be prepared. Setting goals is an important step towards success on the road to approaching plans. Effective time plans are equally important (Adair, 2004: 4-13).

Organizations of all sizes, especially large-scale enterprises, have to do what is necessary for this phenomenon. Today it lives in the most advanced dimensions of globalization. The positions taken by the foreign competitors of the companies, the development of close relationships with suppliers and customers, forces managers to think globally (Simsek and Celik, 2019: 21). Time management efficiency is now generally accepted as an undeniable phenomenon for success in organizational activities. This phenomenon has become even more indispensable for global companies.

The purpose and importance of this study is to contribute to the literature by presenting a conceptual framework related to effective time management in enterprises, making a general evaluation in terms of company scales. In the study, it is aimed to evaluate the effective time management and company scales interaction.

## **1. TIME MANAGEMENT**

### **1.1. Definition and Importance of Time Management**

The concept of time, which is defined as “the time and time that a job passes, will pass or passes in a occurrence” (Turkish Language Society General Turkish Dictionary) is an abstract concept, but it is a concept that cannot be repeated, returned, sold or bought, changed, and produced (Akgemci and Celik, 2016: 2). The concept of time is described as a rare resource in the world and is a concept that benefits as a result of its correct use (Akyuz et al, 2020: 2).

The concept of time management, on the other hand, is an important form of management that continues its service or production activities, although it has many definitions, and aims to use the concept of time efficiently and effectively in order for organizations to achieve their goals and objectives, regardless of the private sector or public institution. Especially in the developing and changing business world, with the phenomenon of globalization, effective and efficient use of time can provide companies with a significant competitive advantage. Time management involves planning what actions can be done how in the current time available. As a result of this planning, people can use their time more effectively. Time management includes all time periods spent in social and daily life at the same time, it contributes to the planned execution of all activities carried out in these time zones and to a more balanced life. It helps to strike a balance between work, family and individuality (Azeez, 2018: 20).

Time management has become important in many aspects today. Because people are continuing their lives to get many jobs done in a short time. For example, in order for a school-age child to have a good education and to be successful, it is necessary to do many activities such as going to school, going to a course, doing homework and preparing for exams. Efficient realization of these activities requires effective time management. The parents of this child are involved in business life in order to continue their lives. In this case, in order to be efficient, they need to keep both their time at work and their time at

home in balance, which shows how important time management is in every field.

## **1.2. Time Management Approaches**

Time management (TM) approaches can be listed as follows (Celik and Akatay, 2016: 32-35; Sahin, 2020: 31-33):

1. **Layout Approach:** According to this approach, the cause of the management problem is considered to be irregularity, that is, lack of order. This approach is based on organizing objects, tasks, and people. Examples of those that fall within the scope of editing objects are: Editing files, organizing keys, organizing the computer desktop, etc. Arranging the tasks is based on ordering the predetermined jobs according to their complexity levels. In regulating people, there are situations such as delegation of authority, job description and establishing a monitoring system for activities (Gurbuz and Aydin, 2012: 13).
2. **The Warrior Approach:** The main purpose of the warrior approach is to focus, save time and produce (Dincay, 2010: 20). This approach includes powerful techniques such as self-isolation, stand alone, and delegation (Guclu, 2001: 14).
3. **Goal Approach:** According to the goal approach, understanding the desired thing and trying to achieve it is based on. In this approach, techniques such as short, medium and long-term planning, motivation, goal setting and positive thinking are used to use time efficiently (Sahin, 2020: 31).

4. ABC Approach: In this approach, it is said that the desired things can be done on condition that everything is not done. In the ABC approach, the concept of sequence is important, that is, it is based on that efforts should be spent primarily on the most important jobs. Knowing what you want to achieve and giving it priority, that is, being the primary focus, has an important effect on ensuring order.

5. Magic Tool Approach: Technology is involved in the magic tool approach. It is based on the fact that time will be used effectively and efficiently thanks to the technological tools that continue to develop rapidly today, and thus time will be saved. According to this approach, loss of time in business life can be prevented by using the right tools, and the use of these right tools provides benefits in terms of power and quality. Calendars, computer applications, planners can be given as examples of these tools. These tools help track priority tasks and ensure rapid access to information.

6. Time Management 101 Approach: The understanding that the concept of TM is a skill is essential on the basis of this approach. It is assumed that various problems may arise in subjects such as planning, goal setting and authorization in people's skill deficiencies. According to this approach, the conditions for success are (Sahin, 2020: 32): “- Keeping a planner or appointment book, -Creating a task list, - Determining goals, -Giving authority, -Planning, -Sort priorities.”

7. The Drop Down Approach: This approach is based on returning to the natural rhythm of life by taking the current and has the characteris-

tic of being an approach that opposes traditional TM (Gurbuz and Aydin, 2012: 14). In this approach, it is argued that time cannot be managed, therefore one should be free, and opportunities that may be encountered with the flow of time should not be missed instead of making permanent plans (Sahin, 2020: 33).

8. Improvement Approach: There is a positive change in the improvement approach. In this approach, it is seen that environmental factors can affect individuals psychologically, cause disruptions in TM and cause some problems. It is possible that the improvement approach helps in identifying bad TM styles and sources.

### **1.3. Time Management Process**

The time management process includes the following stages:

1. Time Usage Analysis (Time Table): The main purpose of this stage is to determine where the time is being spent. Most of the people are not aware of how their time is used, but they imagine that they are aware of what they are doing and how long it takes. The condition for people to be able to manage their time effectively is related to finding out what and how they spend their time. Time tables are used when analyzing the time usage, which is the process of determining the jobs that individuals spend their time on and recording the information obtained as a result of this determination, classifying and evaluating this information (Celik and Akatay, 2016: 36-37).

2. Defining Time Problems: The main purpose at this stage is to identify actions that may cause time loss and to eliminate them as much as possible (Sahin, 2020: 16).

3. Self Definition: This stage is associated with people getting to know themselves. The condition for the possibility of people knowing themselves is self-evaluation. The importance of self-evaluation is that people move away from their attitudes that are the reason for the loss of their time and increase the effectiveness of their time (Ardic, 2010: 69).

4. Determining Purpose and Priorities: At this stage, goals and priorities are determined. Objectives and intermediate goals that will achieve them are important. Here the following process is followed (Celik and Akatay, 2016: 40): “-Determining the objectives, -Determining the targets to achieve the determined goals, -Determining the tasks that need to be done in order to reach the determined goals”.

5. Transferring Program Objectives to Implementation Plans: In this process, orientation of the activities becomes important. Efforts are harmonised with plans in order to achieve goals and objectives. The sections in which this stage occurs can be listed as follows (Sahin, 2020: 17): “-List all the activities that need to be done in order to reach the goals, -Determine the resources required to realize these listed activities, -Determine the required time”.

6. **Preparing Daily Programs and Guides:** This stage is concerned with the preparation of short-term plans and programs that are relevant to the main activities that underlie the work. These short-term plans consist of two different parts, weekly and daily plans. In the first part, the weekly plans, after the activities are determined weekly, daily activities are planned. The activities included in the prepared plans should be implemented by making a ranking by determining the priority ones (Sahin, 2020: 17).

7. **Development of Time Management Techniques:** At this stage, it is a matter of determining the methods that need to be developed in order to reach the solution of personal and environmental problems that cause the loss of time (Celik and Akatay, 2016: 44). The following methods to eliminate time-consuming traps are also important at this stage (Ardic, 2010: 61): “- Postponing the work to be done, -Planning the work to be done, - Determining the priorities in the work to be done, - Using the communication tools actively, - Using the delegation, - Eliminating the problems in the works”.

8. **Monitoring and Re-Analysis of the Process:** In this process, it comes to the fore for individuals to develop their own methods to manage their time well and to operate effectively against situations that cause or may cause loss of time, and repetition of analyzes.

#### **1.4. Time Management Strategies**

Time management strategies are used to realize factors such as efficiency, productivity, effectiveness, efficiency and success. Choosing

time management strategies according to the characteristics of individuals is an important factor for effective time management (Ozkurt, 2018: 18). Basic time management strategies can be listed as follows (Chase et al, 2013: 3-4): “1.Setting realistic and achievable goals, 2.Optimizing realistic planning, 3.Priority, 4.Effective planning, 5.Team involvement, 6.Rewarding yourself for success, 7.Identifying possible distractions, 8.Problem solving and managing obstacles, 9.Balancing life, 10.Analyzing progress and time management strategies in certain periods”.

### **1.5. Leisure Time Management**

Leisure time is a period of time in which there are special types of activities that are essentially recreational, which can be described as entertaining, without any economic value, away from people’s business responsibilities and all kinds of official organizational duties (Tabarsa et al, 2013: 66). Leisure time is the time when individuals are free from all duties and choose what to do on their own, and it forms a part of human life. Also, leisure time is a desired state. In general, it is a time that can be beneficial for people to have a healthy life and to improve their quality of life (Kourkouta et al, 2018: 18).

In leisure time management, it is important that people work in a planned and scheduled manner in their work times so that they can evaluate these free time. There are activities applied for individuals to make use of these leisure time. Thanks to leisure activities, people’s ability to enjoy life can also increase. Leisure time activities may differ due to the diversity of people’s needs (Fisekcioglu and Ozsari,

2017: 304). Leisure needs of people are categorized according to personal characteristics. These are: the need for rest and relaxation; need for balancing, emotional release and entertainment; the need for knowledge, education and training; the need for self-knowledge and experiences, social relationships and socialization, ie the need for communication; collective learning experience ie integration with the need for grouping and social aspects; the need to participate and identify with others; needs for the development of life, cultural activities and productivity (Kourkouta et al, 2018: 19).

Today, the role of human resources in organizational success is an important point. Making good use of the leisure time of the employees can help human resources managers to create entertaining and relaxing activities such as celebrations, travels, physical activities, programs in order to use their leisure time effectively, which can help increase the motivation of the people, which is one of the most important resources of the enterprise. Leisure time management consists of five main stages that are interrelated and complement each other (Tabarsa, et al, 2013: 67-68): The first of these is to set leisure time management goals. The main purpose of determining different alternatives as leisure time programs, which is the second stage, is to try to determine the different alternative programs that can be suggested and provided by the organization as recreation and entertainment activities in the leisure time of the managers of the managers in an organization. The third stage is the evaluation and suggestion of leisure time programs. At this stage, there are two factors for the selection of leisure time programs

that are appropriate in situations that organizations may encounter such as special situations, requirements and limitations related to leisure time activities. One of them is organizational factors and the other is employee factors. The fourth stage, that is, the implementation of selected leisure time programs. The last stage is the evaluation of the applied programs. There are two types of assessment here. The first of these is the management evaluations of the implemented programs and the intended results. The other is the evaluations of the employees' programs. Improvements can be made as a result of the evaluation.

## **2. ORGANIZATIONAL TIME MANAGEMENT**

### **2.1. Time Management in Terms of Organizational Structure**

Effective use of time, which is an important organizational resource, has an important effect on the regularity of organizations' functions and development. Here, "target, people, environment, time and knowledge" is important. TM is an element of both individual and organizational management. How to use time effectively is up to managers and employees. There is a need to develop new ways of using time, because these improvements cause organizations to have an advantage. This improvement can be achieved by commitment to the task and organizational goals (Dogruoz, 2008: 48-49).

Planning and coordination requirement is an important factor in TM, which is the most important resource of the organization. These factors are important for the effective use of organizational time. Indivi-

duals should use their personal and organizational time effectively. The total amount of time spent by both individuals and machines for the activities required to produce the goods and services of the organization is called organizational time. As organizational time is an irreversible resource, it is the scarce resource used in all organizational processes. Therefore, it determines the limits of organizational time, effort and outputs. The good use of this factor is possible with effective time management. Thanks to the devolution of authority, which is the most important time management technique in organizational life, it is possible to extend the management time of managers (Ozer, 2012: 49, 71). In this way, managers can turn to the necessary work they can do instead of wasting time.

The performance and organizational success of individuals who use time correctly are at a satisfactory level. This satisfaction leads to job satisfaction in both managers and other employees, thus increasing the efficiency of the enterprise (Azeez, 2018: 18). In order for the time management to be carried out well, the human resources in the enterprises should be managed efficiently.

Time management is linked to the concept of strategic flexibility in organizations. From a strategic point of view, flexibility refers to the combination of managerial skills and organizational resources in a way that facilitates the development of strategies produced by businesses to protect their assets. The key element of strategic flexibility is the ability to use time effectively (Zerenler, 2016: 318-320).

## **2.2. Time Management From Managers Perspective**

It is important of managements for managers to have TM skills. Even if the managers are faced with problems that prevent them from applying this skill, they ensure that they can use their time correctly through time management and main management functions (Azeez, 2018: 25). Since the success of the managers and the success of the subordinates interact in the right direction, the time of the employees must be managed effectively (Karaoglan and Yaman, 2009: 290). In order for time to be used effectively by managers, it is necessary to identify the problems and time traps that prevent the effective use of time and to solve these problems (Yilmaz, 2020: 9).

There are significant interactions between the basic functions of management and time management efficiency. First, a good planning system is needed. Thus, time saving in organizational activities is achieved more easily. More benefits should be obtained in less time with planning. Effective time management should be targeted in the organizing function as in planning. In the directing function, another function, there is continuity and an active process. This function is basically related to the timely and complete activities of the employees. By monitoring the actions, error corrections must be made and thus time losses must be eliminated. Time management is also important in the coordination function. It requires coordination to get things done correctly in a certain sequence and in a specified time. It is the stage of determining what the work done in time management in the auditing, which is the last management function, is what has been achie-

ved and where they are. When considered in the context of time management, lack of audit can cause negative effects in terms of efficiency and productivity. Managers' ability to use time management effectively is under control (Yilmaz, 2020: 41-45).

There are three types of time loaded on managers: "uploaded by the employer, uploaded by the system and installed by itself". There are some factors that affect managers' use of time. Although these differ from person to person, they can generally be listed as follows; "- Personal structure and working habits, -Manager's abilities,-Present administrative level, -Information systems". Managers effective use of time depends on determining the problems in this direction and eliminating them as much as possible. Managers' time loss can be caused by; "1.Social relationships and those arising from personal characteristics (procrastination, inefficient reading, routine and unnecessary work, etc.); 2.Losses arising from the organizational structure or management functions within" (Celik and Akatay, 2016: 57-68).

Determining and eliminating time losses by managers is possible with behaviors and methods that ensure effective use of time. Among them, the following are important (Akatay, 2016: 101): -Time plans and programs, -Time record, -Evening analysis, -Power and responsibility sharing, - Do not works let things drag, -The manager can manage himself, -To manage subordinate and superiors, -Effective meeting management, -To be able to say "no" when necessary, - Control of open door policy, -Secretariat activity, -Effective communication, -To stop doing excessive work, -The manager to spare time for himself, -

To spend time to read, -Memory development and mind opening activities”.

### **3. EVALUATION OF COMPANY SCALES IN TERMS OF TIME MANAGEMENT**

#### **3.1. Company Scales Classification**

Various criteria are used in the classification of company scales. Personnel number, production volume and sales amount are the main issues. In addition to these, the amount of capital, machine park, factory size, buildings and lands, energy used, salary or wages paid can also be taken into consideration. It may not always be realistic to use these aspects or criteria individually and independently of each other in determining the size of the firm. In other words, one, several or all of these measures can be used at the same time. On the other hand, the purpose and type of activity of the enterprise will determine which measure will be predominantly used in determining the size. For example, the size of the weaving mill is specified by the number of work or looms, while the number of rotary kilns or ton capacity in cement factories, and the number of workers employed in furniture factories is taken as the measure of the size (Celik, 2018: 64).

The “Regulation on the Definition, Qualifications and Classification of Small and Medium Sized Enterprises” provides useful information about business definitions or scale classification. The regulation has clarified the subject of small and medium sized enterprises (SMEs), excluding large-scale enterprises from the scope. The following classi-

fication has been made within the scope of SME: 1. Micro Enterprise: Businesses that employ less than ten employees per year and whose annual net sales revenue or financial balance does not exceed 3 Million Turkish Liras. 2. Small Enterprise: Those who have less than fifty annual employees and whose annual net sales revenue or financial balance does not exceed 25 Million Turkish Liras. 3. Medium-Sized Enterprise: Employing less than two hundred and fifty employees per year and whose annual net sales revenue or financial balance does not exceed 125 million Turkish Liras (SMEs, 2018).

Businesses that exceed the size of SMEs are called large firms. Their main feature is that they employ more than two hundred and fifty people. In addition, it is sought that any of the annual net sales revenue or financial balance sheets exceed 125 million Turkish Liras. Businesses that employ a large number of personnel and have high annual net sales revenues or financial balance sheets can sometimes be referred to by other names. Many companies, both nationally and globally, can be seen in the “giant enterprise” group. Giant businesses can now be referred to as international, multinational and transnational businesses.

### **3.2. Effective Time Management and Evaluation of Company Scales Interaction**

The scale of the companies is important in effective time management. Economies of scale and organizational structure interact. A lot of effort should be made for institutionalization and sustainability in small and /or medium-sized enterprises. For example, the “micro enterprises” group within the scope of SMEs continues their lives with a

small number of personnel without using much machine power. “Small businesses” can also be considered in this context. They may aim to be “medium” first, then “large”. However, here, the organizational structure may not yet be fully institutionalized. There are many applications waiting for micro or small business management. Failure to do these can also bring away from effective time management. Problems may arise if issues such as exhibiting professional management, developing time management plans and programs, conducting effective time usage analysis, delegation of authority, participation of subordinates in management, meeting efficiency, appropriate bureaucracy and registration order, secretariat services, individual development cannot be achieved (Akatay, 2016: 101; Celik, 2018: 64-65).

“Medium size” enterprises, which are in the third rank of SME classification, are among the types that are gradually beginning to follow the mentioned issues. Compared to the previous ones, starting to employ a large number of personnel and the increase in their business volumes make companies of this size important. The need for departmentalization within the business appears. Specialization is preferred, albeit partially. Management bodies can use their time effectively by taking very fast and consistent decisions when necessary. Large or giant enterprises are in a more advantageous position for institutionalization and sustainability. The number of these enterprises has increased with industrialization and development. These enterprises have a great share and contribution in the social, technological and financial development of countries. These have somehow formed their organi-

zational structures. At least the governing bodies are evident. They can transfer some applications brought by modern business to their organizations more easily. The strategies, behaviors and methods required for time management can be followed more effectively. Generally, they are aware of time planning and scheduling. They can target appropriate time management in basic functions of management. Priorities and routines can differentiate. There is a transfer of authority, albeit partially. Departments have been formed. Office order has been established and secretarial services have been separated. They need to know the concept of meeting management. They are expected to follow issues such as individual development, organizational development and organization development (Chase et al, 2013: 3-4; Akatay, 2016: 101; Celik, 2018: 65-66).

## **CONCLUSION AND SUGGESTIONS**

The management of time, which has an important place in human life, is an issue that stands out in the lives of people both individually and in organizations and should be given importance to each individual. Achieving effective time management in an individual sense depends on the individual's ability to manage her / his own time well. Thanks to well-managed time, individuals have free time that they can devote to themselves, and thanks to these leisure times, they increase their quality of life by feeling better both physiologically and psychologically. There are important strategies that businesses should adopt and implement in order to adapt to increasingly competitive conditions. Productivity is important for businesses in every aspect. Time is an

important determinant for efficiency. Efficient implementation of time use is possible with time management and efficiency can be achieved as a result of this management based on plans. Time management in businesses becomes effective with the practices of a good manager. Thanks to the creation of an effective time management system, companies provide time advantage in achieving their determined goals. Thanks to the creation of an effective time management system, companies provide time advantage in achieving their determined goals. With this time advantage, the human factor, which is the most important resource of enterprises, is very important.

As can be seen in the title of “evaluation of company scales in terms of time management” discussed in the last part of this study, time management is generally important for every business. Of course, the nature and scope of this may vary according to company sizes. Undoubtedly, the number of personnel employed and the increase in business volumes are important for micro and / or small enterprises being first SMEs and then large-scale enterprises. However, it is equally important to create an appropriate organizational structure and to give the necessary importance to time management. Medium-sized enterprises should also give due importance to this issue on the way to growth. Large or giant enterprises are generally aware of this phenomenon. In today’s global competitive environment, environmental and technology developments continue at a dizzying pace. Every organization aiming at institutionalization and sustainability has to give due importance to time management activities. Time management plans

and programs are very important. Training and practices on time management should be followed. Priorities for the organization should be determined. Electronic bureaucracy should be established. Management information systems should be used intensively in communication, meeting, stationery and document order. Authorization should be transferred. Meetings should be managed effectively. Individual and organizational development in this area should be made continuous.

Throughout this study, it is aimed to evaluate effective time management and company scale interaction. It has a theoretical dimension that has been prepared based on the generally accepted literature. This situation constitutes the main limitation of the study. The information here can be tested in the relevant businesses and more statistically significant information can be obtained.

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**CHAPTER 3**

**AN INVESTIGATION OF FARMERS IN HAZELNUT  
GROWING ACTIVITY IN TERMS OF OCCUPATIONAL  
HEALTH AND SAFETY: ÇARŞAMBA EXAMPLE**

Asst. Prof. Dr. Şenol YAVUZ<sup>1</sup>

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<sup>1</sup>Hitit University, Osmancık Ömer Derindere Vocational, Çorum, Turkey,  
senolyavuz@hitit.edu.tr, ORCID ID: 0000-0001-6261-9296



## **INTRODUCTION**

The agricultural lands used in hazelnut cultivation in our country (planted agriculture) are not spread as widely as the cultivated agricultural lands. The amount of planted agricultural land in our country has started to increase since 1950 and the amount of planted area has doubled between 1950 and 2008 (Açkurt, 1996; Doğanay, 2013). Precipitation regime has also an important place in hazelnut cultivation. Hazelnut cultivation is seen in regions where the precipitation regime is regular, there are no frost events and dry summer conditions, and mostly in humid areas close to the coastal region of our country (Bostan, 2005; Bostan 2006).

Occupational health and safety is at every stage of our lives. The agriculture sector is the sector with the highest number of employees after mines and construction sites. The informal rate of agricultural workers is higher. It is the line of business with the least or not notification of occupational accidents and diseases. Obtained earnings of workers working in the agricultural sector against high labor force is lower and working conditions are worse. They leave their hometowns seasonally, daily and periodically and go to the agricultural areas or live in that area. Agricultural workers work by struggling with conditions such as long working hours, harmful effects of heat and sun, social and shelter problems, and economic insufficiencies (Çamurcu and Seyhan, 2015).

There are many risk factors that farmers engaged in hazelnut cultivation and similar production are exposed to. In general, the main risk factors that highlight the possibility of an occupational accident and occupational disease they are exposed to are agricultural machinery, hand tools and equipment they use daily. With the development of technology and industrialization, the use of machinery has started to take place instead of manpower. It causes a shorter and more efficient production with the use of machines. The use of machinery and hand tools also have many dangers and risks. In agriculture, machines such as tractor, combine harvester, baler, bellows, and hand tools such as sickle, pickaxe, shovel and hoe are used. Used machinery and hand tools; there are many risks such as jamming, throwing, crushing, cutting, overturning, noise, vibration. It is necessary to train the employees against the dangers and risks of mechanization, to provide personal protectors and to make their audits (Aktuna, 2017; Akpınar and Özyıldırım, 2016).

Most of the occupational accidents in agriculture and hazelnut cultivation are caused by construction machinery and hand tools. Incidents such as tractor overturning and flying are 60%, the rate of collision of the tractor with another tractor/vehicle during operation is 25%, the fall from the tractor is 6%, the crushing by the tractor is 6%, the compression is 2% and the remaining 1% are other situations. (Baydaş and Altuntaş, 2017).

Hazelnut cultivation is also carried out in Kocaeli district of Sakarya province. Hazelnut cultivation in this region exceeds thirty years. Instead of mechanized agriculture, people produce hazelnuts using ancient methods learned from their ancestors. As hazelnut producers find the sale price of hazelnuts insufficient, they see corn plant production as an alternative product besides hazelnuts. The main hazelnut varieties in the production of hazelnuts are pebble, black oily, foşa (fruity) and plump hazelnuts (Cansev et al., 2018).

The aim of this study is; it was done in order to ask questions about occupational health and safety to the farmers working in hazelnut cultivation, to examine how healthy they are in terms of occupational health and safety of their work, and to raise awareness of occupational health and safety by giving information during the focus meeting.

## **1. RISK FACTORS**

Agricultural workers engaged in hazelnut cultivation are exposed to various risk factors during the execution of the business. These risk factors are divided into four groups among themselves (Aktuna, 2017).

### **1.1. Physical Risk Factors**

Noise; as a result of unwanted, irritating, and violent noises during the use of machines and hand tools, it reduces the productivity of the employees, increases intolerance and causes hearing loss. One of the sectors where hearing loss is most common is agriculture. Collective

protection measures should be taken against the risk caused by noise, and if it cannot be prevented, individual protection methods should be applied. Risks caused by noise can be controlled by using personal protective equipment and making health surveillance (Akbay et al., 2019).

Vibration; it is divided into two groups as hand-arm and whole body vibration. In our musculoskeletal system because of the body being exposed to vibration; there are many negative effects such as herniated disc, slipped disc, circulatory disorder, and sensation loss. The risk can be controlled by methods such as insulating, replacing it with a less vibrating machine, making designs in the machine and reducing the working time with vibration (Başak and Başak, 2018).

There are many physical risk factors such as temperature, humidity, wind and radiation. The employer should take necessary regulatory and preventive measures against risk factors and control physical risks.

**Table 1:** Medicines used in agriculture

<b>Insecticides:</b> Against insects	<b>Nematicides:</b> Against nematodes (plant parasites)
<b>Fungicides:</b> Against ustilaginales	<b>Malusites:</b> Mollusks
<b>Bactericide:</b> Against bacteria	<b>Rodenticides:</b> for rodents
<b>Herbicides:</b> Against weeds	<b>Avicides:</b> Against birds

**Reference:** Akpınar and Özyıldırım, 2016.

## 1.2. Chemical Risk Factors

There are many unwanted biological factors during production in agriculture. Various pesticides used according to the type of these

factors are given in Table 1.

During the use and storage of chemicals against unwanted living species, care should be taken to avoid harming the health of the workers (Akpınar and Özyıldırım, 2016; Çamurcu and Seyhan, 2015). Workers are necessary to wear respiratory mask, gloves, goggles, shoes, and work clothes while agricultural spraying is performed. Pesticides enter the human body through breathing, mouth and skin. It harms workers according to its carcinogen, mutagen, toxic and allergic characteristics (Karakaş et al., 2020; Riquinho and Hennigton, 2012).

In agricultural activities with chemicals, the chemicals used enter the body together with respiration, skin and nutrition, the two chemicals can affect independently of each other (independent effect), they can act in the same organ to increase each other's effect (synergistic effect) as well as reduce each other's effect (antagonist) (Riquinho and Hennigton, 2012; Özdemir et al., 2020).

### **1.3. Biological Risk Factors**

Agricultural workers have the possibility of encountering snake, frog, parasite, tick, mouse and various creatures while they are working in the field. In the summer period, it is seen that there are deaths in agricultural workers because of tick bites. Agricultural workers should be trained against biological risk factors, one should be cautious against risks with medical examinations and controls in certain periods (Aktuna, 2017; Çamurcu and Seyhan, 2015).

## 1.4. Other Risk Factors

Work skills of agricultural workers differ according to their age and physical structure. During working, disorders occur in the musculoskeletal system due to constant and repetitive movements, lifting loads, working by sitting for a long time, standing working. Due to not working in accordance with ergonomic rules, ergonomic inadequacies and environmental conditions, employees are seen muscular and skeletal system disorders such as herniated disc and cervical disc hernia. There are some rules that employees must obey against ergonomic risk factors (Aktuna, 2017; Jokiluoma and Tapola, 1993).These;

- Inrepetitive studies, certain and regular rest breaks should be given in breaks,
- It should be studied alternately,
- Support should be taken from knees and legs while lifting loads,
- The load should be close to the body, the load that we can lift and should be shaped
- Working tools should be at waist / chest level,
- Tools such as pallets, forklifts, lifts should be used for heavy loads,

Seasonal agricultural workers experience various problems because of factors such as sheltering in an unhealthy environment, staying together collectively, and not having the necessary hygiene conditions. As a result of living in tents and lack of suitable toilet and bathroom

conditions, employees are caught and infected with infectious diseases such as typhoid, dysentery, malaria. Food poisoning is experienced because of food spoilage due to the lack of a refrigerator to store food. In researches, chronic nutritional disorders are seen in children of agricultural workers due to inadequate and unbalanced nutrition (Çamurcu and Seyhan, 2015; Yalçın et al., 2015).

Agricultural sector employees experience situations such as fainting, cramping, sunstroke, sunburn and fatigue due to working without resting for a long time on sunny and hot summer days and using excessive body strength. It is difficult for people with blood pressure, diabetes, elderly, pregnant and chronic diseases to work in the agricultural sector. It is the third sector where body power is used the most and work accidents are the most.

With the Agreement on Occupational Safety and Occupational Health in Agriculture, adopted on 21 June 2001, agricultural workers have gained some rights such as benefiting from new technology, obtaining the necessary OHS trainings against work accidents and occupational diseases, participating in OHS practices in the workplace and acquiring the right to avoid dangers and risks that would endanger them (Aybek, 2017).

**Table 2:** Age distribution of workers who suffered from occupational accidents in agriculture

Age	AccidentType	
	Total(%)	Tractor(%)
5-14	6	6
15-24	22	21
25-44	35	31
45-64	32	33
65+	5	9
	100	100

**Reference:** Aybek, 2017.

When we examine the table, it is seen that those who work with tractor in agriculture have not received the necessary training or are not sufficient against work accidents and occupational diseases. The necessary occupational health and safety culture against dangers and risks has not been acquired (Aybek, 2017).

**Table 3:** The state of Turkey according to hazelnut fields in the world

Year	1980	%	1990	%	2000	%
World	464.8	100.0%	557.0	100.0	610.7	100.0
Turkey	335.5	72.2%	435.0	78.0	500.0	81.8
Italy	62.3	13.4%	71.0	12.7%	69.3	11.3%
Spain	34.0	7.3%	34.0	6.1%	26.0	4.2%
The USA	13.0	2.8%	12.0	2.1%	11.7%	1.9%
Other	20.0	4.3%	5.0	1.1%	3.7%	0.8

**Reference:** Aybek, 2017.

As the other countries in the table 3; there are countries such as Georgia, Greece, Iran, Romania, France, Azerbaijan, China, Macedonia, Dagestan and Kazakhstan (Aybek, 2017).

## 2. METHOD

The sample size of this study is low due to the selection of individuals from different families who earn their living from hazelnuts in Kumcuğaz village of Çarşamba district. The phenomenology design method, which is one of the qualitative research techniques in which the number of participants and data obtained from the participants' opinions are used, was used. With this method, occupational health and safety knowledge levels of agricultural workers who are growing hazelnut were tried to be examined. With this study, the study sample was selected as hazelnut cultivation, as it was thought that the dangerous movements and situations about the working environment of agricultural workers working in hazelnut cultivation in our country in terms of occupational health and safety, and the data obtained will contribute to the hazelnut workers in other provinces and regions and to the literature. Studies in the literature have mostly been done on the numbers of occupational accidents and diseases and on the number of hazelnuts grown between regions. Since there is no semi-structured study that examines the dangers and risks associated with the work of people who produce hazelnut, this study will make an important contribution to agriculture and hazelnut production and will be a reference to future studies. The study was conducted using semi-structured interview method with eleven people consisting of different families and engaged in hazelnut cultivation. Before starting the study, the maintenance of the hazelnut trees, the arrangement of the ground, the cutting of the thin hazelnut branches, the spraying process, the

analysis of the dangers and risks identified in the studies during the collection and drying process, the delivery of the hazelnuts to the wholesaler in August and September, and the questions to be asked in terms of occupational health and safety were prepared in the study. In the study based on volunteerism, the participants; informations were given about the purpose of the interview, the content of the questions, the subject of the study and that they would not be responsible for their answers. Verbal permission was obtained from the participants and then the recordings were written down by recording on a tape recorder (Çay, 2019; Yavuz, 2021).

### 3. FINDINGS

The demographic data of eleven people selected from different families engaged in hazelnut cultivation in Samsun province, Çarşamba district, Kumcuğaz village are available in table 4.

#### 3.1. Findings Regarding Demographic Information

**Table 4:** Demographic characteristics of the participants

Participant	Gender	Age	Graduation	MaritalStatus	AccidentSituation	FarmingTime	ChronicDisease	Number of Children	HealthCoverage
1	Man	85	Primaryschool	Married	-	60	Heart	8	Retired (SSI)
2	Man	68	Primaryschool	Married	Heavy Lift	50	-	6	Retired (Social security organization for the self-employed)

3	Man	65	Primary school	Married	-	42	Heart	4	-
4	Woman	53	Primary school	Married	-	33	Herniated disc	4	-
5	Man	67	Primary school	Divorced	-	30	Herniated disc	2	Retired (SSI)
6	Man	61	High school	Married	-	30	-	3	Retired (SSI)
7	Man	57	Secondary school	Married	-	42	-	2	Retired (Farmer)
8	Woman	59	Primary school	Married	-	15	Varicosis	2	Retired (SSI)
9	Woman	28	University	Married	-	12	Anemia	-	-
10	Woman	45	High school	Married	-	21	-	2	-
11	Man	47	High school	Married	compressing hand on the machine	30	-	3	Employee (Social security organization self-employed)

The questions and answers asked during the semi-structured focus meeting with the participants were coded and written down as follows.

Question 1: How many years have you been growing hazelnut?

The elapsed time in hazelnut cultivation varies according to the age and status of the participants. M1 stated that he cultivated hazelnuts the most time with 60 years, and W3 the least time with 12 years.

Question 2: How many hours do you work in the hazelnut business per day?

All participants stated that they worked an average of 10 hours a day. They said they work between 8 a.m. and 6 p.m.

Question 3: Did you have an work accident during hazelnut cultivation? What's your work accident?

M1 *"I did not have an accident, but I heard that one of the workers our neighbor hired to collect hazelnuts cut his foot with a scythe"*, M2 *"When I was lifting the hazelnut sack, my back started to ache due to the weight of the sack. Then I went to the doctor. The doctor gave me a painkiller and a cream. In the following works, I started to lift the sacks with two people "*, M7 *"In the hazelnut sorting machine, I saw that the screw was loosened in the part where the shelled hazelnut came, and I compressed my hand in the propeller while I was trying to tighten the screw. They stopped the machine immediately and I took my hand out and went to the emergency room"*.

Question 4: Which chemical pesticides did you use during the hazelnut cultivation process?

W1 *"I use chemical pesticides to prevent grass from growing and to prevent the damage caused by the creatures in the leaves"*, W4 *"I used animal manure instead of using chemicals. I thought to feed them naturally by putting animal manure under the hazelnut trees."* And M2 was answered as *"I use insecticidal insecticide group chemicals since creatures such as skunk beetle, caterpillar, nutworm and dracula damage the hazelnut."*

Question 5: What protective measures do you take to protect yourself during hazelnut cultivation?

M2: *"I use masks, goggles, gloves against the damages of the chemicals I use while I was spraying hazelnut trees and herbs"*, M3 *"I use masks, gloves and hats"* and M5 *"to protect the employee in case the tractor overturns, we use a tractor which has a space cabin. In the spraying process, we try to protect the employee by using the turbo spraying machine instead of hand."* Answers are given in the form.

Question 6: Do you have any muscular and skeletal system disorders due to the repetitive movements you make during hazelnut production and harvesting?

M1 *"I have backache and knee pain due to constantly bending and lifting heavy sacks"*, M2 *"I suffer from knee, waist and foot pain due to carrying heavy sacks and working obliquely from the knee and waist"*, M3 *"My arms hurt from trying to pull high branches and my back hurts from bending down and picking nuts from the ground"* and W2 *"My back and knees hurt from bending down and picking up the nuts."* They answered in the form.

Question 7: What type of construction equipment do you use in hazelnut cultivation? Have you ever had a work accident caused by these machines?

M2 *"I use a tractor and a mower. I did not have an accident, but I witnessed an accident. My neighbor cut off his ankle while he was mowing grass with a mower"*, M3 *"I use a hazelnut sorting machine. There has been no serious accident, but there is a possibility of splashing of the hazelnut shell"* and M6 *"I use a tractor with cabin,*

*ground leveling machine (triska), soil separator machine and hazelnut harvesters. I haven't had a big accident until now "* The answers are given.

Question 8: Can you explain the dangers and risks from agriculture by identifying the hazards and risk?

M1 *"When I pull the branch to myself during hazelnut picking, it is dangerous to hit the other side of the branch. Poisoning is a risk due to pesticides."* M3 *"I am careful about the risk of the branch falling on me while cutting branches"* and W3 *"While shaking the branches of hazelnuts, it is a danger that dust and similar things come into my eyes. It is a risk that pesticides used in hazelnuts poisoning us."*

Question 9: What are the thermal comfort conditions of the environment where you grow hazelnuts? (Temperature, humidity, wind,)

W2 *"It is difficult to collect hazelnuts due to the humid weather, high temperature, and sometimes heavy rain."* W3, *"When we go to collect hazelnuts in the morning, there are drizzle on the ground, this forces us while we collect hazelnuts"* and W4 *" the sun is passing over us because the sun is on the hill"*They answered in the form.

Question 10: Are you registered with FRS (Farmer registration system)? What are the advantages and disadvantages of being registered with the FRS?

M1 *"I am registered, I did not see any benefit, I even saw the damage"*, M2 *"Yes, I'm registered. I have seen so many benefits. I can*

*sell my crop, benefit from support, buy fertilizers. If you are not registered with the FRS, you cannot get fertilizer from the office, you cannot get agricultural support. If you are not registered with the FRS when you sell it to a merchant, you cannot receive an invoice and it is not understood that you are a manufacturer. I have my soil tested and I buy my fertilizer accordingly. My soil has improved and there are many things that I do not know, I learnt that ”, M3 ”Yes, I am registered. We have the opportunity to withdraw low interest loans from the bank "and M5 ”We are not registered with the FRS. Within the scope of valuable agricultural practices, we receive consultancy support from a private company on the structure of the soil, its maintenance, disinfection and care of hazelnuts.” It was stated in the form.*

Question 11: Are you temporarily hiring outside staff in hazelnut cultivation? Do you see that these employees have worked in the hazelnut business before and do you report it to SSI?

*M4 ”I take it. I can not get it as registered anywhere. I take seasonal and daily workers”, M6” Yes, we employ workers. Not registered anywhere. We provide accommodation and food. The same people come to work every year”and M7 ”Yes I do. They are not registered. I am taking them as a temporary seasonal worker and the same people come every year, I see that they work in the hazelnut business, I do not report to SSI” They answered in the form.*

Question 12. Have you received health and safety training on the tools and equipment you use? Do you read the user manuals?

M7 “No I didn't get it. As far as I see it from the environment, I know how to use it”, W2 “I did not buy it, but I look at the instructions for use or try to get information from the internet” and W1 “No I did not buy it, I use it by looking at how the employees in the environment use it” They answered in the form.

Question 13: What does Occupational Health and Safety number 6331 mean to you? Can you explain?

W2 "Occupational health and safety, I know that the employer should take precautions against work accidents and occupational diseases",

W3 "It is the protection of the employees from any accident during the work in the workplaces, ensuring the safety of the factory and taking measures against occupational diseases" and W4 " attention should be paid. I fell twice. Care should always be taken”.

## **CONCLUSION**

As a result of the semi-structured focus meeting with the agricultural workers working in hazelnut cultivation, we found that they did not have any information about occupational health and safety, and that they learned the hazelnut growing and harvesting business from their family and the environment. Hazelnut cultivation is not a job done in twelve months of the year, but in the spring period, it is the sector that we work for a period in the form of medicating the hazelnut trees, cutting thin branches, fixing the ground, medicating the hazelnut garden against various biological creatures and grasses, pouring the hazelnuts on the ground in July and August and collecting them with

manpower and machinery, drying and selling them. While in some families the main source of income is hazelnuts, in some families it is an extra job done and earned while working at a place with insurance. Manpower and machinery are used in hazelnut cultivation. In the summer season, adult family members come from outside the city and collect the hazelnuts, some neighbors collect them alternately, some families employ daily workers, while the families that professionally grow hazelnuts collect their hazelnuts by employing the community of people who stay from outside on a seasonal basis. Occupational health and safety training is not given during these studies, the names of the employees are not notified to the insurance and they work informally. Since there is no record about work accident and occupational disease, it is a sector with a lot of unknown.

We determined that those who work in hazelnut cultivation continue this business by learning from their family elders and that the lands remain with their family. We determined that the growers do not have social security, they provide social security by working in additional jobs, and the education level increases as the young population increases. We determined that the concept of occupational health and safety is partially known by the growers with a high level of education, but they do not apply it much in practice.

We have seen that fatal occupational accidents and diseases are not seen and the number of children they have decreases as the age of the employee decreases. We found out that those retired from farming insurance are few and they work unregistered in agriculture.

According to the interview with hazelnut growers; we see that they do not know occupational health and safety, they cannot determine the dangers and risks related to their work, they use personal protective equipment such as goggles, gloves, masks, hats during working, they have some disorders such as backache, foot pain and herniated disc due to working by bending, they experience sunstroke due to working under the sun and they use tractors, hazelnut sorters as machines. We have learned that although they generally receive support by registering in the FRS (farmer registration system), a family is engaged in hazelnut cultivation as a professional, instead of registering with the FRS, they receive consultancy support from a private company under the name of valuable agricultural practices, and agricultural engineers and social workers are sent by the company. There was no study in terms of occupational health and safety.

Provincial agriculture and district agriculture should make inspections by ensuring occupational health and safety trainings to the region to prevent situations such as hand and foot cutting caused by hand tools, poisoning due to agricultural spraying, musculoskeletal diseases due to ergonomically unsuitable working style, infectious diseases caused by those coming from outside the city to work. The records of the persons who come to work should be taken and it should be checked whether they have infectious diseases.

In the study conducted by Baydaş (2017), unlike the number of occupational accidents caused by tractors and agricultural machinery

in Tokat, the accidents that occur while growing hazelnuts in Çarşamba district are almost nonexistent. The different result is due to the land structure, the knowledge level of the employees and the product they grow. While hazelnuts and rice are grown in Çarşamba district, onion, potato and wheat are grown in Tokat (Baydaş and Altuntaş, 2017).

In the study conducted by Cansev and his friends (2018), the duration of hazelnut growers in Sakarya province, their education, additional work, continued production by taking from the family and the results of the sale of the hazelnuts obtained when the price increased are the same as the working time, education level and way of selling hazelnuts in Çarşamba district. These results are the same in hazelnut cultivation and do not vary by region (Cansev et al., 2018). Unlike trying corn as an alternative to hazelnuts in Sakarya district, although the rice is grown in Çarşamba, hazelnuts are never given up. Sugar beet and vegetables are grown on a small scale.

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## **CHAPTER 4**

### **ELEMENTS OF BRANDING AND CITY BRANDING**

Asst. Prof. Dr. Bilge DOĞANLI<sup>1</sup>  
Nihan Keleş TOPAL<sup>2</sup>

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<sup>1</sup> Aydın Adnan Menderes University, Nazilli Faculty of Economics and Administrative Sciences, Department of International Trade and Finance, bdođanli@adu.edu.tr, ORCID: 0000-0002-1985-0430

<sup>2</sup> Nagraadse Student



## **INTRODUCTION**

Today, the strategies of cities that have reached national and international brand value are imitated and the branding efforts of other cities are mobilized together with city administrators, institutions and stakeholders to achieve competitive power. Because while the resources of the cities stabilize, their needs are increasing and it is necessary to create new sources of income. The most effective way to meet this need is to become a brand city. Cities try to increase the number of visitors to the city (tourists, university students, investors, etc.) in order to become a brand city, to create livable places, to use resources more effectively and to transform the city into a center of attraction, as a result of all these efforts to strengthen the city economically and Cities are trying to be a brand city. In this study, the elements of branding and creating a city brand are mentioned and a situation assessment has been carried out with SWOT analysis for the city of Aydın.

The branding of the city is important not only for the city visitors but also for the residents living in the city. Brand cities will create the opportunity for new investors and incentives to come to the city. In this way, as the city's branding story will come closer to completion, the level of welfare and sense of belonging will also increase for the residents of the city.

The purpose of this study is to determine the importance of what the city will have as a result of branding with its unique features compared to its competitors.

## **1. BRAND, BRAND PERSONALITY, BRAND IDENTITY**

The brand promises to offer features, benefits, services and experiences to its buyers (Kotler and Armstrong, 2005: 250). The brand is much more than the business that owns it, its owners, managers and employees. Brands belong to the society by transforming into an entity separate from the company they own with the brand identity created (Alçı et al., 2016: 140-141). In addition to being a name, the brand carries many responsibilities that require the protection and continuity of its name (Bişkin, 2004: 415). The brand, thanks to the consumer's repeated purchases; It ensures an increase in sales, a decrease in the numbers spent on promotion, and a success in competition with competitors. Brand creation process, which is a difficult process in terms of business, is the guarantee of the profitability of the company after branding (Durmaz and Ertürk, 2016: 84). Branding is a complete and continuous process associated with all marketing efforts (Kavaratzis, 2009: 27). Brands accepted by consumers are not expected to fail. Brand personality arises from the idea that brands have personality traits and emotions just like people. Brands can also be associated with definitions such as sincerity, warmth, sensitivity, and elegance, which are regarded as humanoid features (Borça, 2013: 105). The emotional dimension of the brand is shown by the personality of the brand. (Riyas and Herath 2016: 47)

When Table 1 is evaluated, it is seen that emotional characteristics are dominant in the formation of brand personality and how important factors a brand's personality has in establishing a connection with consumers. According to Aaker's Table 1, it is seen that emotional characteristics are dominant in the formation of brand personality and how important factors the personality of a brand have in establishing a connection with consumers.

**Table 1.** Brand Personality Model

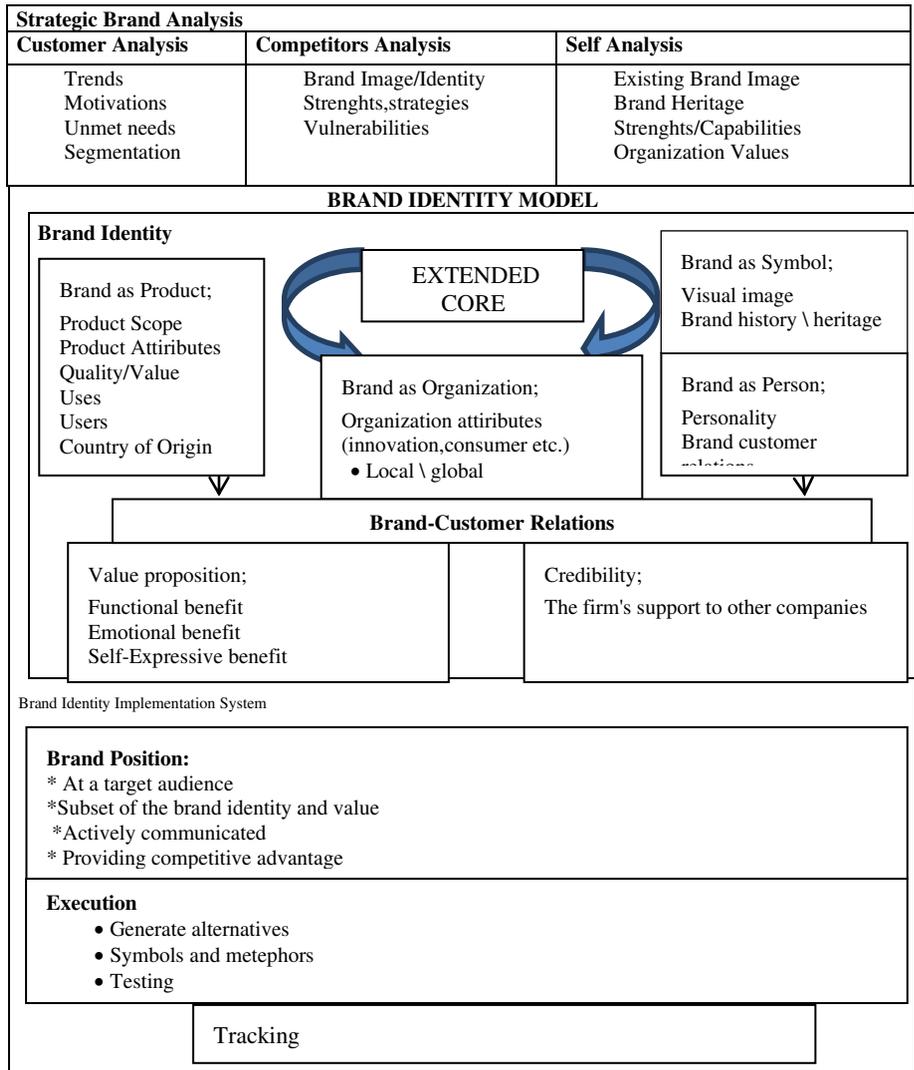
<b>Brand Personality</b>				
<b>Sincerity</b>	<b>Excitement</b>	<b>Competence</b>	<b>Sophistication</b>	<b>Ruggedness</b>
<ul style="list-style-type: none"> <li>• Wholesome</li> <li>• Honest</li> <li>• Down to earth</li> <li>• Cheerful</li> </ul>	<ul style="list-style-type: none"> <li>• Daring</li> <li>• Spirited</li> <li>• Imaginative</li> <li>• Up to Date</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable</li> <li>•</li> <li>• Successful</li> <li>• Intelligent</li> </ul>	<ul style="list-style-type: none"> <li>• Upper class</li> <li>• Charming</li> </ul>	<ul style="list-style-type: none"> <li>• Tough</li> <li>• Outdoorsy</li> </ul>

**Source:** Aaker, 1997: 352

Today, the competition between sectors makes brand identity important. Identity includes all the features of the brand and treats it as a whole. Brand identity is distinctive in providing an advantage for the brand to continue to develop and grow in a competitive environment. Brand identity is the brand associations that brand creators strive to create and maintain (Şahin, 2013: 238). Identity combines in three characteristics: being durable, holistic and realistic. In terms of brand identity, it can be defined as a differentiated integrity that distinguishes the brand from its peers and shows the brand's values and goals. Identity is created with a comprehensive effort at the stages of brand creation and management. Identity encompasses a multifaceted and dimensional work process, including visual identity.

(Saruhan et al., 2013: 205). Brand Identity Components: Brand's Vision, Culture, Positioning, Personality, Relationships and Presentation (Harris and Chernatony, 2001: 442-443). The brand identity system is shown in Table 2.

**Table 2.** Brand Identity System - Model



Source: Aaker, 1996: 79.

## **1.1. Brand Positioning**

The position of a brand is the distinctive position formed by the name, design, identity, personality, values and associations in the memory of the target consumer. It can also be said that the image of the brand related to the position reflects with its difference and value compared to competing goods (İslamoğlu, 2014: 313). In the consumer market or industrial market, when the firm chooses a certain area as its target market, it determines the position it will strive for in this field. The position of the brand is not only for the product, but for all the offers of the company in relation to the product. All goods and brands have some qualities objectively and subjectively, consumers consider one or more features in their preferences (Mucuk, 2004: 113). Grams defined positioning as something that is created in the minds of prospective buyers, not something that is accomplished in relation to the product. He explained the four cornerstones of good brand positioning: competitive reference frame, points of difference, points of similarity, and the spirit of the brand (Grams, 2016: 44). Insight into consumer perceptions is the driving force behind all marketing efforts. It is essential to determine the target group, price, distribution and key messages of the brand (Wheeler and Katz, 2011: 66). The easiest way to get a permanent and stable place in memory is to be the first in the category. The brand that is new and successful in its field is not the brand that sets the existing market as its target. It is the brand that creates the new market by creating new consumers. In this way, it becomes difficult for imitative companies that do the same job to take

a place in the minds. (İlgüner, 2006: 95-96). The only way to build a brand, identify market opportunities step by step, and keep the brand alive and healthy: maintaining the position and opportunities in the minds of consumers, not just today but also in the future. It is necessary to look beyond the business and social environments for new ideas, needs, products, trends, and market madness. Being close to customers to seize opportunities is not just by observing and listening, but meeting the needs of consumers that they cannot find. In order to do this, it is necessary to take action, to keep the brand up-to-date and to expand the market view. (Chiaravalle and Schenck, 2015: 80). Brand positioning goes beyond its features or benefits for the strongest brands. It draws customers deeper by touching universal emotions (Kotler and Armstrong, 2005: 251). The position of a good includes the opinions and beliefs of the consumers regarding the properties of that good compared to the competing goods (Cemalcılar, 1999: 113). Some examples of successful brands positioned for their advantages include: Volvo (safety), Hallmark (maintenance), Harley Davidson (adventure), FedEx (guaranteed, on time), Nike (performance) and Lexus (quality). The strongest brands went beyond feature or benefit positioning and placed their positioning on strong beliefs and values. They have perfect sensuality. For example, marketers of a toothpaste company are positioning not only physical features but also healthy beautiful smiles for life. The designs of brands such as Starbucks, Victoria's Secret, Godiva, Versace and Lancome have focused on creating the surprises, passion and excitement surrounding the brand as well as the tangible qualities of

the product (Kotler and Armstrong, 2005: 250). Brand positioning can be defined as the way the brand meets the consumer. It shows the method to be followed in the process of meeting the consumer and the product. In this respect, brand positioning is not a tactic but a strategy. If the brand positioning is not carried out correctly, the successfully created brand identity elements of the brand will not be enough to be successful (Aray, 2009: 34). Different aspects of the product must be revealed in order to make a correct positioning. Or assuming that the newly created brand will fill the gaps arising from the needs in the current market; potential buyers are asked the question of how to explain the differences of the brand from other products. In this process, product owners can benefit from the brand positioning certificate. The brand positioning document covers factors such as the brand's name, its character, slogan, content, target audience, physical and emotional benefits, brand character, price strategy, what position it wants to be in the future, and the purpose of advertising (Ayhan, 2012: 42-44).

**Table 3.** Brand Positioning Document

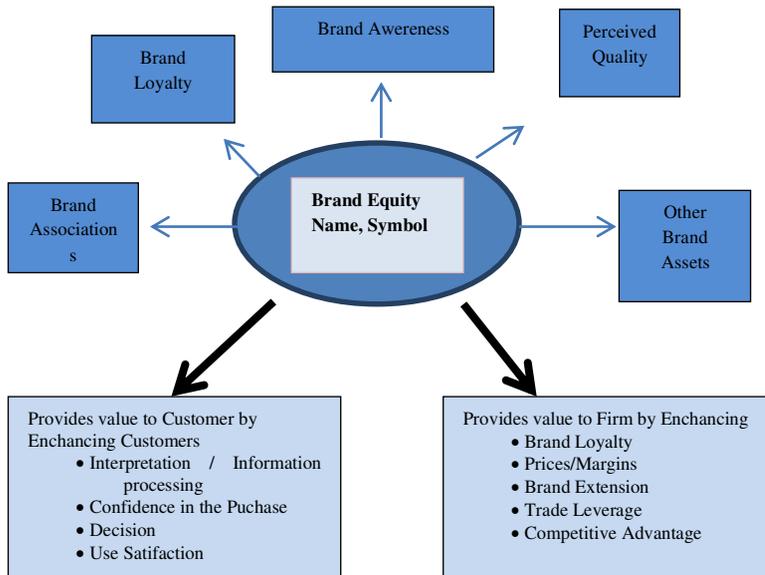
<b>Brand Positioning</b>	<b>Description</b>
Brand	Name
Basic positioning	The feature that distinguishes the brand from others
Competitors	The most important competitors
The source of development	From whom you will get a share
Target group	To whom you want to sell
Physical benefit	Product performance (what are we good at)
Emotional benefit	What it provides and what makes the consumer

	feel
The evidence	How to support your claim
Brand character	Personification
Price strategy	Index
Market share in 20XX	Total Turkey objectives and priorities, if any channel
The purpose of the advertisement	Trial notification repurchase
Purpose of the promotion	Consumer-trial, briefing, reselling
Channel	Loading, distribution, display
The long-term strategy of the brand	-

**Source:** Ayhan, 2012: 43

## 1.2. Brand Equity and Components

Brand value is the integrity of product values that consumers identify with the brand and differentiate it from competitors (Çağlar, 2014: 25). In order for a brand to be valuable in consumer memory, it must build brand loyalty (Rajendra, 2014: 345). If brand loyalty is created, the product with brand value will be selected. Each of the ten most valuable brands in the world is worth billions of dollars. Brand value in terms of businesses is gaining reliable customers by attracting the customer and making it sustainable. (Capon et al., 2001: 218). Brand loyalty can only be built through repeated purchases.



**Figure 1.** Brand Value Components. **Source:** Aaker, 1991.

### 1.3. Brand Awareness

Aaker says brand awareness is a brand being a member of a particular product category, being recognized or remembered by a potential buyer (Aaker, 1991: 56). Brand awareness is related to the brand impressions in the consumer's memory. Communication efforts with the customer without brand awareness do not allow the development of the attitude or image associated with the brand in the memories of the consumers. (Uslu et al., 2006: 33-34). The following levels are used to determine the level of awareness (Aaker, 1996: 114-115):



**Figure 2.** Brand Awareness Pyramid

**Source:** Aaker, 1996: 300.

*Brand recognition;* It indicates the familiarity with the brand in the past. Brand recognition can be defined as having the brand in the minds of the consumers or having enough information to classify the brand in the minds of the consumers. However, recognition enables the brand to be distinguished from its peers in its product range (Macinnis et el, 1999: 602).

*Brand recall;* In order to be able to say that the brand can be remembered, when the product class to which it is affiliated is formed, that brand is remembered by the consumer (Aaker, 1996: 11). Brand recall is a sign that the relevant brand is strong in the consumer mind (Pappu et al., 2005: 145).

*Top of mind:* Being the first brand that comes to mind is a result that companies want. Consumers at this stage are fully aware of the brand. Being the first brand that comes to mind in the relevant product

category means to be the most recognized brand for that category. (Aktepe, Baş, 2008: 85).

#### **1.4. Brand Loyalty**

Brand loyalty means the psychological addiction that consumers create about the brand, such as friendship. Loyalty can only be attributed to the purchase of a particular brand (Yılmaz, 2005: 260). The consumer can only buy the brand does not like, if necessary. Brand loyalty has a complex structure. Certain behavior, emotion or positive conscious stages, etc. does not exist in the requirements structure (Demir, 2012: 105). Customer addiction is actually a form of behavior and can be explained by the customer's feelings about the business (Gölbaşı et al., 2009: 125). Customers with brand loyalty are integrated with companies by carrying a deep emotional bond. It helps the business to have new customers by constantly commenting on the branded product it receives and how perfect the business it belongs to. The consumer with brand loyalty is the guarantee of increasing the sales and profitability of the business in the long term (Yaprak, Dursun, 2017: 620).

#### **1.5. Brand Associations**

Marketers' perspective on brand associations is to create positive attitudes and emotions about the brand, as well as to differentiate, position and expand the brand, and to show the benefits of buying and using the brand (Low and Lamb, 2000: 351). Brand associations are among the dimensions that create brand value. Brand associations are

everything that is related to the brand in consumer memories (Aaker, 1991: 109). Keller (1993) collected brand associations under three headings: Qualifications, benefits, and attitudes (Yener, 2013: 90). Brand associations are also important for marketers and consumers. It offers suggestions about the benefits of the purchase and use of a particular brand in the marketing of the brand, differentiation, positioning, brand expansion studies, creating positive attitudes and feelings about the brand. Consumers use brand associations in order to help them remember and make purchasing decisions by processing information about the brand in their memory (Low and Lamb, 2000: 351).

### **1.6. Perceived Quality**

Perceived quality is the customer's judgment of general excellence or superiority in relation to a product, as opposed to objective quality. Objective quality refers to the technically measurable and verifiable nature of the processes and quality controls of products / services (Fayrene and Lee, 2011: 38). Perceived quality is created by meeting the expectations of a brand, its users and their perceptions. However, there may be changes in expectations. The brands that provide the service, the reliability of the service, the punctuality of the service providers, the empathy shown, the warranties, etc. there may be changes in factors (Marangoz, 2007: 463).

## 1.7. Brand Identity Elements

Brand identity elements, brand name, logo, slogan, symbol, color, packaging, etc. It consists of components. Considering that a new naming cannot be made in city brands, symbol, slogan and perhaps color are important.

*Brand Symbol:* When it is difficult to distinguish products and services from each other, symbols have been one of the key distinguishing characteristics of brands and one of the main elements of brand values. The symbol can contain components such as any object, shape, sign, word, letter, human, animal (Aydınol, 2010: 16). Paris's Eiffel, New York's Statue of Liberty, London's, Westminster Palace, Clock Tower, Rome's Trevi Fountain (Love Fountain), Dubai's Burj Al-Arab, Barcelona's endless church La Sagrada Familia, Istanbul, Sultan Ahmet and Hagia Sophia Mosque, etc.

*Brand Slogan:* Slogans are an idea that is expected to be identified with the brand and quotations used in transmission to the other party. Slogans shape the brand's positioning strategy. Slogans add meaning and value to the brand's name, logo and symbol. Slogans are effective to the extent that can be remembered for relevant, interesting, allegorical utterances, etc. (Avcılar and Kara, 2015: 87). While slogans strengthen the positioning strategy, slogans also add value to the brand name and symbol (Hacıoğlu, 2013: 79). Examples of Successful Slogans: Just Do It (Nike), Good Idea (Lipton), Connecting People (Nokia), Dirt is Good (OMO), Open Happiness

(Coca Cola), Think Different! (Apple), I Need Every Home (Arko), Want More (Pepsi), Arçelik Means, Means Innovation (Arçelik).

*Brand Color:* When determining the color of the brand, the specific characteristics of the colors should also be taken into consideration (Gülsoy, 2018: 15). Colors sometimes cause happiness and sometimes sadness. While vivid colors give energy, cold colors cause unhappiness (Akengin et al., 2017: 1081). Red; is the color of sale, used to attract attention, perceived as sociable, exciting, strong and defensive. Yellow color; it is often seen as joyful, exciting. Green and blue colors are perceived as calm, peaceful and relaxing. Also, green is the color of the environment and health. Blue is the color of the institution and is also used to convey the message of stability and trust. The most commonly used color as a company color in America is blue. White color is perceived as cheerful, happy, active, and sometimes pure and innocent. Metallic colors such as gold and silver are the colors of luxury and elegance (Çoroğlu, 2002: 115; Doğanlı, 2019: 68).

## **2. CITY BRANDING**

There are many reasons underlying the importance of a city's branding, but the most important one is economic (Özden, 2013: 37). Cities, which have been competing with each other and have to compete with each other due to the effect of globalization and technology, have tried to differentiate in order to gain an advantage over others. Branding seems to be the most effective way to achieve

this. Marketing their differences in this way and gaining competitive advantage by being constantly in mind can be shown as the most important factor of cities (Hacıoğlu, 2013: 51). Providing resources to the city and promoting the city's possibilities and potential, which is aimed to be realized through the branding of cities (Kaypak, 2013: 345).

21st century the economic relations of the world states has been built on the plane of multidimensional global and local connections, starting from the city scale towards the country scale. The fact that this economic relations network is effective and strong affects the city in terms of the brand image of the city and the brand value determined by the city, at the same time, it affects the region and the country, making it a livable city with a high level of prosperity (Ceran, 2013: 542). Each city has unique strengths (Financial and spiritual) compared to other cities. However, these assets and differences sometimes fail to contribute positively to the process in creating the brand value of the city. Because the brand value and the branding of the city are a long-term process that requires effort. Cities choose the way to benefit from urban branding in order to use their existing resources more effectively, to create livable areas and to be attractive (Başer, 2015: 37). In the branding process, the first arrangement to be made in the infrastructure and social image of the city, determining the common goals, creating the agenda and the action plans that will bring the common vision to its development, revealing the existing potential in the city, increasing the cooperation, sharing and

communication, creating a common city vision and value. It is necessary to ensure that decisions are taken in a common way with a wide consensus by establishing integrity with the opinions. (İri et al., 2011: 84). A city should be preferable, safe and valuable, it should increase its income and increase its market share. Target audience in city branding; entrepreneurs, investors, traders, tourists, congresses, fairs, exhibitions, etc. organizers of activities and students etc. constitute (Polat, 2007: 243).

### **2.1. Local Governments in City Branding**

The way city brands are managed may vary depending on the city's political structure, financial capabilities and the degree of consensus among stakeholders (Aşlama, 2015: 139). Effective gains can be achieved through the joint action of municipalities and local public administrations within the scope of local governments in determining and implementing city brand policies (Başçı, 2006: 58). This attitude also draws attention to the importance of political will and leadership in the brand management process. Municipalities and governorships, which are the administrators of the city, share common views with the stakeholders and should implement the strategies and plans created for becoming a brand without creating opposite poles in this process (Aşlama, 2015: 139). Cities are also affected by environmental external factors that they cannot control. These factors that disrupt the economic balance of communities are rapid technological change, global competition and changes in political power. Cities are also affected by environmental external factors that they cannot control.

These factors that disrupt the economic balance of communities are rapid technological change, global competition and changes in political power (Aray, 2009: 57). Chambers of industry and trade, non-governmental organizations will provide significant support to local city and public administration units in the process of creating a city brand. Each unit should facilitate the implementation of the determined policies by carrying out the studies related to its subject (Başçı, 2006: 58).

## **2.2. In City Branding: Culture, History, Natural Beauties, Events, Infrastructure and Superstructure, Education, Transportation**

Cities that want to get ahead of the other by gaining competitive advantage and adopt this as a vision should determine their characteristics that will contribute to becoming a brand city and take the path of further developing these features (Gülmez et al, 2012:1). The important thing is to have different and characteristic attractions that can attract not only national but also international visitors, and to announce this to potential visitors (Arslan, 2015: 53). The city, its congress and tourism activities, the city's architecture, skyline, borders, people, famous residents, athletes and artists, and the city's exciting nightlife and entertainment are of great importance in creating a successful and strong city brand (Hacıoğlu, 2013: 83). Cities should first of all solve their infrastructure problems, improve transportation facilities, people should be able to walk around the streets comfortably, and there should never be any security problems

(Aray, 2009: 68). Local administrations should contribute to the economic, social and physical modernization of the people with projects prepared for the local people in the regions within their administrative areas. Thanks to these projects, the needs of the people living in the cities should be tried to be met at the highest level, and it should be aimed to make the living spaces livable together with the infrastructure and superstructure works (Keskin and Demirer, 2012: 22-23). When it comes to the natural beauties of the city, the first thing that comes to mind is the valleys, lakes, seas, mountains and forests within the city limits. Cities that are aware of these beauties and pay attention to them will also benefit from their benefits (Arslan, 2015: 58). All cities have their own history. This historical process may be longer and full of stories that will be curiously wanted to be seen on the spot for some: Istanbul, Rome, Paris, Vienna, Barcelona, Prague, etc. as. For some, it may be short, but still interesting: like Dubai.

The brand city project is a city development program where the opinions of all stakeholders of the city, not only those who invest in that city or the managers, are taken (Akçi and Uluşık, 2016: 360). People generally compare cities with each other according to the city images they create in their minds. The image of cities is one of the important factors that bring awareness to that city. The image of a city is the sum of all thoughts, ideas and experiences about that city, and it is a personal perception that can vary from person to person (Firat and Kömürçüoğlu, 2015: 289). One of the most important features that

affect the satisfaction level of the visitors is the residents of the city. During the time the visitors spend in the city, their communication with employees, local people and tradesmen is important in creating their satisfaction with the city (Arslan, 2015: 63).

### **2.3. Private Sector and Institutions in City Branding**

Successful local companies help attract foreign investors and guests to their cities, thereby helping the city generate revenue and have a strong image. They benefit city branding by hosting national and international organizations. For example, the presence of the European Court of Human Rights in Strasburg provides significant benefits to the city (Aydil, 2016: 49). The geographical location of a city is very important in branding. The location of the city affects the variability of transportation costs, the ease of transportation, the proximity and distance to other provinces, and the number of local and foreign tourists coming to the city accordingly (Tekin and Cici, 2011: 341). Different alternatives in air, sea, road and rail transportation should be offered to visitors at the most affordable prices. The quality and abundance of options in transportation should be improved not only between countries, but also between cities, the necessary legal measures should be taken by the governments in order to minimize the accidents in transportation and the compliance with the safety principle in transportation should be proved (Vural, 2010: 97). One of the main factors in the branding of cities is "education, art and sports". Cities have quality educational institutions, well-known artists and sports clubs that can represent the city well, allowing the city to

become a better quality and unique brand city compared to its competitors (Okay and Okay, 2017: 775).

#### **2.4. Brand Identity Elements in City Branding**

City branding can be started with the creation of a logo and slogan. The city should be integrated with a color that will support the slogan and logo to be created and come to mind when the name of the city is mentioned. All promotional activities should be organized within the framework of what this color, logo and slogan represent. Negativities that can contrast with the color, logo and slogan should be avoided. City of Lovers, tourism paradise etc. If the entrance of a city with a slogan is full of factories, organized industrial zones, and the city has an aesthetically distorted construction, the slogan will not be convincing any more. The same effect applies to the color of the city. A city associated with nature-friendly green color, having a gray silhouette and almost no forest structure will destroy the credibility of both the slogan and the color that is tried to be identified with the city. Individuals who demand to participate in decision-making processes or who are included in this process by local administrations can be expected to increase their loyalty to the city brand and contribute to the provision of better local service, to be more sensitive to the problems of the city and to make an effort for the future of the city (Güler and Gürer, 2015: 72). As expressed in the city marketing stages in Figure 3, the planning stage serves to determine the identity of the city.



**Figure 3.** City Branding Stages

**Source:** Altunbaş, 2007.

## **2.5. Creating a City Branding Strategy**

Cities should be able to create long-term and sustainable marketing strategies and aim to reach potential target audiences in line with these strategies (Gümüş, 2016: 302). Due to the very complex nature of decision makers and the target market, city branding and marketing strategies are much more complex than any product marketing. But cities that develop sustainable strategies will gain a competitive advantage (Cop and Akpınar, 2014: 72). Even though city branding is different from product branding, they still benefit from the branding methods and practices of companies because they have common features with products. Both are substantially abstract and complex, both have to be socially responsible, and both have to be considered

long-term (Aydil, 2016: 45). *The importance of positioning, identity and image can be mentioned in city branding.*

**City Positioning:** Brand positioning aims to place the brand in a competitive and superior position in the mind of the target audience (Yarar, 2010: 53). Cities can offer attractive opportunities to entrepreneurs by turning them into a strong destination with their positioning efforts. The cultural values of the inhabitants of the city, their commitment to traditions or their openness to innovations, the quality of life and expectations from the city administration, the characteristics of the city are very important for the positioning strategy (Cop and Akpınar, 2014: 72). The positive features or characteristics targeted groups perceive about a city enable the city to be positioned and remembered more (Bayrakdaroğlu, 2017: 258).

**City Identity:** The characteristics of the city identity, the important institutions of the city, the authentic features of the city, the importance attached to the city marketing, the infrastructure of the city, the benefits that city administrations promise to the investors, tourists, students and city people (Güt, 2013: 77). The city's identity is formed by its buildings, places, historical and natural environment, and the physical and social environments that the inhabitants of that city put forward together with all their activities. Urban settlements differ due to their different cultural and social structures (Kaypak, 2013: 345). Cities express themselves with their natural and structural environment and present their social identity to the target audience in this way. Because the first thing perceived about cities is their natural

and structural elements. These elements are the first to take place in mind (Baser, 2015: 60). Considering the location of the city, whether it is on the side of the mountain or on the shore of the sea, its distance or proximity to other cities, cultural heritage arising from its ownership of religious or historical elements, historical buildings from the past, places of worship, squares, streets or technological periods. skyscrapers, shopping malls and modern structures are the elements that make up the identity of the city (Full, 2009: 91).

**City Image:** The existing identity of the city is good, bad, livable, modern, historical, etc. in the eyes of the public. It can leave some impressions. These impressions are the existing image of the city (Çamdereli, 2006: 237). The image of a city is the totality of perceptions, which are composed of the whole of thoughts, ideas and experiences about that city, and that are formed individually by differing from person to person (Fırat and Kömürçüoğlu, 2015: 289). The city image is the most important factor in the branding of the city and the formation of brand value. Working in relation to the city image is not only for the strategic planning perspective, but also for increasing the satisfaction of the people living in that city. The people will feel happy in this way and will be honored to be a part of the city and contribute to the city's image (Aşlama, 2015: 125).

**City, Logo (Symbol), Slogan:** City logos are signs that promise the quality and reliability that the target audience desires, just like the business cards of cities and city governments (Çamdereli, 2006: 238). Destinations are often remembered with their symbols. Eiffel tower

(Paris), Red square (Moscow), Great Wall (China) etc. (Aray, 2009: 71). Slogans are succinct words used to convey an idea that is desired to be identified with the brand, and they add meaning and value to the brand name and symbol while shaping the positioning strategy (Slogans of some cities and countries in the world: Hong-Kong (City of life, Asia's World City), Singapore (Live it Up Singapore), Scotland (Silicon Glen), Copenhagen (Wonderful Copenhagen), Helsinki-Region (Europe's Magnetic North) Berlin (Capital of the New Europe), Budapest (a City with a Thousand Faces), St. Petersburg (Gateway to the West / East.), Munich (Insurance City Number One in Europe), Chicago (Business Capital of America), Glasgow (An Arts Capital of Europe), Spain (Everything Under The Sun), Hong Kong City of Life / Asia's World City (Seppo, 2003: 46, Avcilar and Kara 2015: 87-88).

**Table 4.** Symbols and Slogans of Some Countries and Cities

City/Country	Slogan	Logo/Symbol
New York	I love New York	
Amsterdam	Capital of Inspiration	
Paris	J'adore Paris	 Eiffel Tower
America	In God we Trust	 Statue of Liberty

India	Satyameva Jayate (Honesty alone wins)	 Tac Mahal
Australia	Orta recens quam pura nites(How will you shine a newborn?)	 Sidney Opera House
Spain	Plus Ultra (Further on)	 Sagra De Familia
Dubai	Visit Dubai	 Burj Halifa
Turkey	How happy is the one who says I am a Turk, Peace at home peace in the world	 Ayasofya Mosque
Stockholm	Inspired in Stockholm	

## 2.6. SWOT Analysis

Strategic situation analysis constitutes the first step of the process of creating a city brand. The most common method used in strategic situation analysis is the SWOT (Strength, Weakness, Opportunities, Threats) Analysis method (Vural, 2010: 81). SWOT analysis, which is

also a part of the planning process, helps to analyze the strengths and weaknesses of the organization and the opportunities and threats arising from external factors while planning, and to develop future strategies (Başçı, 2006: 65). The SWOT technique, developed as a result of the researches conducted by Albert Humphrey at Stanford University, can be described as a mirror that reflects the internal and external situation in order to make decisions according to the current situation of the market in personal or corporate structures (Bayhan, 2017). In this context, SWOT Analysis can be seen as an accurate analysis method in terms of contributing to the image of brands and cities that are trying to brand. Quantitative data are undoubtedly important in the analysis of cities, but the city and city image also points to an emotional theme (Özden, 2013: 90). In order for a city to be a good and strong brand, it must have a distinctive feature from other cities, even if it does not really exist (Özdemir and Karaca, 2009: 116).

**Table 5.** Aydın Province SWOT Analysis

<b>STRENGTHS</b>	
<b>Transportation</b>	<b>Agriculture and Livestock</b>
Aydın province is located on important road routes due to its geographical location (İzmir-Muğla), (Denizli-Kuşadası), (İzmir-Ankara)	Ranking first in dried fig production in the world
Transportation to Aydın is easy	Olive oil production
There are many stopover points and facilities in the region (Ortaklar garbage skewers, Çine meatball restaurants, Yenipazar Turkish Pizzeria etc.)	It has a high potential and variety of products as Fruit and Vegetable Growing

<b>Culture and Tourism</b>	Has soil and water potential
It has ancient cities * Alabanda Ancient City *Didyma Ancient City *Tralleis Ancient City *Nysa Ancient City *Magnesia Ancient City *Aphrodisias Ancient City	Has high level technology in agriculture
Climate conditions are mild	It ranks 2nd in the country in pine honey production.
Aydin folklore is impressive (Zeybekleri, Efeleri etc.)	First rank in cotton, fig, chestnut and olive cultivation, strong in citrus and strawberry production
Wish peninsula national park	Pine nut production is made.
The harbor of Kuşadası is capable of supporting tourism	Has organic farming studies
Rich in local flavors and gastronomy	Livestock activities are intense
Kuşadası has marina and Pigeon Island	There are organizations that support agriculture and animal husbandry
Suitable for faith tourism	There are fertile grazing lands in terms of animal husbandry
AADU provides associate language, undergraduate and graduate education for tourism.	<b>Industry and Commerce</b>
There are important sea coasts (Kuşadası, Didim)	There are 7 Organized Industrial Zones
There is a large marina in Didim	There are a large number of fig and olive oil factories.
Has sea tourism	Figs are exported
There are registered cultural assets	It can compete with the world in the production of agricultural machinery
It has important canyons and plateaus (Arapaşıtı canyon, Pasha plateau, Madran plateau)	Private sector entrepreneurship activities have increased
Aydın has the cultural support of Adnan Menderes University.	<b>Services</b>
<b>Energy And Mining</b>	Existence of the university and its socio-economic contribution to the city
Geothermal energy is also ranks first in Turkey	The importance given to education and academic success are high
It has environmentally friendly energy resources and development possibilities (geothermal, renewable energy, wind, biogas)	Using geothermal resources in agriculture, greenhouse cultivation and tourism

Presence of dams	Healthcare is adequate and has a university hospital
It has abundant quartz and feldspar reserves in Çine district.	A large number of sports facilities
<b>WEAKNESSES</b>	
<b>Culture And Tourism</b>	<b>Transportation</b>
Inadequacy of sports and sea sports	Infrastructure and superstructure problems
Failure to develop yacht tourism	Some busy roads are narrow
Lack of publicity	Railway transportation is one lane
Lack of publicity in highlighting cultural history	Not having tram service in urban transportation
The construction is not suitable for the historical texture and aesthetics	Irregular urbanization
Combining recreational tourism and recreation	The airport is not opened to transportation
Lack of qualified facilities and lack of personel	<b>Agriculture And Livestock</b>
Insufficient support received due to the change in the population of touristic districts	Lack of storage and facilities
<b>Industry And Commerce</b>	Energy problem in agriculture
Failure to institutionalize family businesses branches not being diverse enough	Support in animal husbandry
Excess capacity in the same and similar business line	Prices in agriculture
Inability to process existing reserves	The fragmentation of agricultural areas
High priced parcels	Lack of branding in fig, strawberry, chestnut production
Lack of branding products in trade	Infrastructure problems in the agricultural field
Qualified staff shortage	Overflows in the Menderes River
Weak entrepreneurship and partnership culture	Lack of qualified workforce
<b>Energy And Mining</b>	Lack of knowledge in tourism and agriculture
Inability to use geothermal energy for domestic heating needs in the province	Lack of support from households (paper, glass, etc.) for recycling.
Regulatory deficiencies	Lack of recycling facilities
Keeping energy resources insensitive to environmental pollution	

<b>OPPORTUNITIES</b>	
<b>Transportation</b>	<b>Agriculture And Livestock</b>
The possibility of economic contribution to the city with the opening of the airport (Çıldır and Söke)	Organic fertilizer production potential
Bringing fast and double lane train lines to the city	Fruit and vegetable growing potential
Being a connection point in terms of transportation (easy access to all touristic resorts)	Prevention of floods and strengthening of irrigation by DSI
Urban tram lines can be laid.	Greenhouse potential
<b>Culture And Tourism</b>	Animal feed production for 12 months Farmers' awareness
Being a candidate for hosting organizations in terms of cultural and tourism	Being open to organic agriculture and animal husbandry
Potential creation of thermal resources	The ability of agricultural products for export to be branded
Cultural tourism has the potential to be combined with sports tourism	
Contribution of the University to the promotion of the city in terms of culture, history and tourism	<b>Industry And Commerce</b>
University's contribution to the city's brand awareness	Being able to become a world brand with figs in export
University's contribution to the city with social responsibility projects	Branding potential
University to reduce urban pollution with eco-friendly projects	Establishment of organized agricultural areas in accordance with the environmental order
Having the climate of the Aegean region, being in a temperate zone, making summer-winter tourism	Easy trade with the Aydın-Istanbul highway
Fishing activities can develop Turkey's tourism city with tourism promotions that can be selected	Continuous and stable growth potential in the industry based on agriculture
The university's tendency to grow and develop day by day	Being an industrial and commercial city open to development and branding of the city in terms of tourism, cultural heritage and agriculture
	<b>Energy And Mining</b>
<b>Services</b>	Availability of renewable energy sources (sun, wind, etc.)
The mission and vision of the	Having environmentally friendly energy

university	resources
The quality of the university hospital	Having companies that can come to important places in the world in mining
The contribution of the university to the development of the city (improving the level of education)	
<b>THREATS</b>	
<b>Culture And Tourism</b>	Pollution of the Menderes basin
Intensive migration movement from outside to tourism districts	Geothermal and air pollution damaging crops
Seasonal tourism activities	Problems in livestock activities
Public order and security problems in some touristic areas	<b>Energy And Mining</b>
Lack of superstructure and infrastructure, unplanned urbanization	Mining companies staying in the city in Çine and threatening human health
Failure to ensure the continuity of tourists coming to the city	Planning problems in geothermal energy resource use
The negative effects of idle areas on the appearance of the city	Geothermal energy cannot be developed due to the bad perception of Aydin people
<b>Agriculture And Livestock</b>	<b>Services / Transportation</b>
Decrease in quality of agricultural products	Not providing adequate service for environmental cleaning
Failure to select appropriate seedlings for the region, decrease in olive cultivation	Irregularity in land use plans
Concretization by narrowing the agricultural areas	Failure to get the desired efficiency from sunk output projects
Shrinking of olive oil's competition area in the world	The absence of an airport, inadequacy in rail systems and the density of highways
The younger generation is not enthusiastic about agriculture	
Insufficient support of farmers from grant loans	

## CONCLUSION AND RECOMMENDATIONS

The brand is valuable and important if it is purchased by the customer with a value attributed to it. It is important that the value created in branding studies is sustainable. In order to become a strong brand by branding, the product must remain loyal to its basic features. In this

way, it can be perceived as sincere and natural by its buyer and preferred. If a product with unique features in its category chooses to renew its brand identity elements with features contrary to its own values in order to cope with the corrosive effects of time and gain advantage over its competitors, it should think that it may cause the collapse of the brand. Brands should prefer not to change the characteristics of their past and their reason for existence today, but to keep them alive and even to adapt them only to the period they lived in. With the work carried out, the necessities of branding, the concept of city branding and its importance were mentioned. A SWOT analysis study was carried out for the Aydın brand. The things that cities should pay attention to in order to become a strong brand city are stated in the study.

The concept of brand city is a relatively new concept for Turkey. City brands should be targeted to be a center of attraction for investments from outside. A brand city, with its high quality of life of its inhabitants, with its entrepreneurial opportunities, its educated population with the qualifications required by the business world, history, culture, common values, modernity, gastronomy, quality and problem-free infrastructure and superstructure, restoration works, with the importance it attaches to the environment, in all its actions. It should be able to attract attention with its differentiation efforts towards its rivals. In addition to these, strong brand cities should come to the fore with the importance and practices they attach to groups that deserve positive discrimination such as the disabled, elderly, women,

children and animals. In brand cities, it should be provable that all visitors can live smoothly, safely and happily, the theme should be processed and the theme can be really applied. The main purpose of becoming a brand city should be to bring the city's differentiating values to the forefront and to place the awareness of branding in the living people along with the branding process. City brands can be successful as long as cities are sustainable, adapt to changes and open to improvements. For city branding, all dynamics must work together, such as local governments, industry, universities, non-governmental organizations, etc. A strong city brand leads to an increase in the number and quality of domestic / foreign tourists, an increase in the number of students who prefer university and the scores of departments, a sense of belonging among residents, an increase in the number of investors, etc. will have.

In today's world, some strong city brands have more recognition than the country they are in. Paris, France from Venice, Florence, Rome from Italy; Vienna is better known than Austria, Prague, Czechoslovakia. Those who strive for city branding have been successful in the brand creation process: City examples such as Amsterdam, Barcelona, New York, Dubai, Prague should be examined. The province of Aydın has a very important position in terms of its geographical location, climatic conditions and historical values. In the branding process of Aydın; The most important advantages are tolerant, modern, cultured, friendly people, the existence of an outward-looking, innovative, sincere, sensitive

university, tourism potential, historical values, current industry, local products, gastronomy, agriculture, animal husbandry, and the common will of branding in the city. In addition to these, it has a natural advantage over many cities in terms of its tourism potential. Aydın city brand has features that can be a center in terms of tourism, education, business, arts, culture, entertainment, industry and transportation. Recognition of the brand will be possible with the revival of a positive image in the mind. What comes alive in people's memories when Aydın is mentioned? What is his image perceived as? Does it have a common known saying regarding its slogan? Has its logo been in everyone's memories? What is the color of Aydın? What can be said about its symbol? Is there a positive brand image and awareness achieved by clearly answering these questions? Has this positive image been able to generate brand-addicted visitors who make repeated arrivals? With the study, SWOT analysis was carried out for Aydın province. To summarize the results of the SWOT analysis, the tourism potential (ancient cities, sea, natural beauties, etc.), having a wide range of products in agriculture and animal husbandry, having an important agricultural background, mild climate, friendly and educated human factor, ease of transportation facilities, University's facilities, availability of renewable energy resources, fig production and the potential of branding in the world are its strengths in city branding. In addition, infrastructure and superstructure problems, environmental pollution threatening tourism, uncontrolled construction, inability to use geothermal energy in energy production and heating of Aydın province are weak and threatening. If the lack of

branding in fig production is eliminated, it will make a positive and important contribution to the branding of Aydın. In order for the brand planning and brand image of the province of Aydın to be successful, the promotion process must be actively and professionally conducted. It can be considered as a good option to reevaluate brand identity elements for the branding of the city of Aydın. When asked about the city's slogan, logo, symbol, how many people are in a position to give a clear answer. While people might think of Eiffel when they say Paris and the Burj Al Arab when they say Dubai, what do people think when they say Aydın? It may be a good suggestion to specially redesign the city's slogan and symbol and adapt it to the globalizing world. Which adjectives is associated with brand personality? Love is when Rome is mentioned, fashion when Milan is mentioned, and Prague is the guarantee of a unique historical experience. What comes to mind when Aydın is mentioned? What unique experiences will the tourists coming to Aydın not be able to leave the city? Answers to all these and similar questions should be sought, and when answers are found, potential buyers should be met with intensive public relations work. It should not be forgotten that the work to be carried out for the branding of the city is a long-term and patience-requiring occupation while demanding an intense effort.

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## **CHAPTER 5**

### **CAN WE ONLY FALL IN LOVE WITH A PERSON? ANTECEDENTS AND CONSEQUENCES OF BRAND LOVE**

Res. Asst. Dr. Aytaç ERDEM<sup>1</sup>

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<sup>1</sup> Giresun University, Faculty of Economics and Administrative Science, Business Administration, Giresun, Turkey, aytac.erdem@giresun.edu.tr ORCID: 0000-0003-3084-520X



## **INTRODUCTION**

Managing customers' relationships with brands is an important issue for both practitioners and academics. Especially the concept of brand love has become a remarkable issue in this area (Roy, Eshghi and Sarkar, 2013). Competition in the market environment has prompted businesses to change their practices. It has been inevitable for companies to attract customers' attention and create loyalty towards the brand with innovative and creative marketing strategies. Brands perceive differently by consumers, and they can assimilate people, especially because of their unique features, attractiveness and imagination (Becheur, Bayarassou and Ghrib, 2017).

Businesses use a range of strategies to keep and inspire consumers to stay loyal to their brands. One of the strategies for establishing and maintaining long-term relationships with consumers is relationship marketing (Laroche et al., 2012). Some brands are thought to reflect human relationships and consequently, consumers develop relationships with these brands (Liu and Chang, 2017). For this reason, to establish a long-term consumption habit, e-retailers and online brands should look for different ways to create a love for more brands instead of enabling consumers to make one-off shopping (Magids, Zorfas and Leemon, 2015). When compared to applicable conventional models, studies show that brand love predicts loyalty better than perceived brand quality (Rauschnabel and Ahuvia, 2014). Furthermore, brand love is known to have a variety of effects, including positive word-of-mouth communication and opposition to

negative information (Batra, Ahuvia and Bagozzi, 2012; Carroll and Ahuvia, 2006).

The aim of the study is to examine the concept of brand love that emerges as a result of the long-term relationships that consumers have with brands, to reveal the antecedents of brand love, to examine the consequences of brand love, and to review the theories that support consumers' love for a brand.

## **1. BRAND LOVE**

There are studies in the literature that the concept of love can not only be used for humans, but also against inanimate objects, animals, ideas or hobbies (Heinrich, Albrecht, and Bauer, 2012; Ahuvia, Batra, and Bagozzi, 2014). For example, Fehr and Russell (1991) stated that people can love animals, arts, sports, books, their country, their work, and Ahuvia (1992) stated that people can love natural objects, commercial products, art or some places other than their friends and family. One of the ideas that is gaining traction in consumer-brand relationships is brand love. Emotionally, it includes the main purpose of brand management as it requires an intense relationship with the brand (Langner, Schmidt and Fischer, 2015). Studies show that there can be a love for the brand because of intense communication with the brand (Carroll and Ahuvia, 2006; Albert, Merunka and Valette-Florence, 2008; Albert and Merunka, 2013; Batra, Ahuvia and Bagozzi, 2012).

Looking at the literature on brand love, many different researchers have made definitions about brand love. The concept of love for a brand was first made by Fournier (1998). According to Fournier (1998), the concept of 'love' contains a richer, deeper and longer-lasting emotion, rather than a simple brand choice. According to Carroll and Ahuvia (2006), brand love refers to a consumer's emotional and passionate attachment to a brand following satisfaction. According to Rubin (1973), brand love is defined as an attitude that includes thoughts, feelings and behaviors towards a certain brand, whereas, according to Belk (1964), brand love is defined as the passion felt towards the brand, loyalty, positive evaluation, positive emotions and it contains love statements. Albert et al. (2009) described brand love as a deep feeling of passion and affection for a brand, while Keh, Pang, and Peng (2007) defined brand love as an intimate, passionate, and connected relationship between the brand and the customer. On the other hand, Aro, Suomi, and Saraniemi (2018) proposed a new definition based on the literature and defined brand love as the emotional commitment of a satisfied consumer that is formed and evident in different ways for different people and identified with the brand to a certain extent.

It is confirmed that consumers can establish an emotional bond with the brand, that this bond will trigger the feeling of love and that the emotion exists between the consumer and the consumed object (Shimp and Madden, 1988; Whang et al., 2004). Brand love is regarded as an emotion rather than a feeling (Ahuvia, 2005) and is a

different feeling than satisfaction and liking the brand (Carroll and Ahuvia, 2006). Rather than expressing brand love by consumers, it may be more natural to express the emotional bond or loyalty felt towards the brand. Brand love is one of the dimensions of attachment, according to Bergkvist and Bech-Larsen (2010), while Batra et al. (2012) defined it as a framework that incorporates brand love, consumer perception, emotion, and behaviour, as well as a superstructure that includes concepts like brand loyalty. The concept of brand love differs from satisfaction because it is more oriented towards emotions and is related to a long-term relationship. Because satisfaction is a cognitive and rational judgment and is more of a result related to operations (Carroll and Ahuvia, 2006).

Brand love, according to Batra, Ahuvia, and Bagozzi (2012), is a form of relationship rather than a feeling, and stated that it is not a specific, temporary and single love feeling, but contains cognitive, emotional and behavioral elements associated with each other. They have characterized their love for the brand with the following features:

- **Passion-driven behaviors:** Consumers have a strong emotional attachment to the brand and want to use the brand. It means that frequent interactions with the brand have been used in the past and the consequences are wasted resources like time and money.
- **A positive emotional connection:** There is a natural balance between customers and products, and the brand is nurtured by an emotional bond and positive emotion.

- **Self-brand integration:** consumers often think about the brand that reflects the existing and desired self-identity and adds meaning to their lives.
- **Long-term relationship:** Customers want brands to be a long-term part of their lives.
- **Anticipated separation distress:** The disappearance of brands hurts consumers emotionally.
- **Positive attitude valence:** Needs a positive impression of the brand as a whole.
- **Attitude strength:** There is a high level of assurance and trust towards the brand, which is in the focus of the consumer.

## 2. ANTECEDENTS OF BRAND LOVE

When looking at the literature, it is clear that customers have a long history with the products they enjoy (Ahuvia et al., 2009; Albert et al., 2008), and the amount of time spent consuming or thinking about the brand suggests its value (Batra et al., 2012). The more a brand fits the consumer and reflects itself, the more love is felt for that brand. The self-expressive brand is described as the degree to which a brand develops the social self while also representing the inner self (Karjaluoto, Munnukka, and Kiuru, 2016; Ahuvia et al., 2009).

Many different studies have been conducted on the premises of brand love and different suggestions have been presented by the researchers. First of all, it is stated that satisfaction is essential for brand love, but not every satisfied customer will feel brand love (Carroll and Ahuvia,

2006; Roy, Eshghi and Sarkar, 2013). It is observed that consumers' positive thoughts about the service they receive will have a positive effect on brand love. This is because a sense of gratitude and friendship develops between the customer who receives a good service and the service provider (Long-Tolbert and Gammoh, 2012). Brand quality, which is a utilitarian feature (Batra et al., 2012; Rauschnabel and Ahuvia, 2014), as well as symbolic and experiential qualities, brand experience, self-congruity (Bıçakcıoğlu et al., 2016), brand personality (Rauschnabel et al., 2016) and brand anthropomorphism (Rauschnabel and Ahuvia, 2014) are among the antecedents of brand love. Rauschnabel and Ahuvia (2014) were the first authors to examine anthropomorphism as a antecedent of brand love. In their study, they examined the relationships between the dimensions of brand love and anthropomorphism. According to Roy et al. (2013), an positive and emotional outcome of the brand experience leads to brand love. Previous research has connected brand love to brand liking, brand yearning, and brand decision/commitment (Albert et al., 2008; Sternberg, 1997). The "like" function of Facebook pages was evaluated by researchers as an expression of brand love among consumers who follow the brand page; thus, it reflects emotional brand relationships in the context of online web-based communities (Vernuccio et al., 2015; Wallace et al., 2014, 2017).

While Ahuvia (1993) thought that pleasure, survival, security, esteem, and achievement affected the brand love, Roy et al. (2013) stated that satisfaction, self-compliance, consumer satisfaction, romance and

brand experience are the precursors of brand love. Albert and Merunka (2013) investigated the impact of brand identity and confidence on brand love. Brand attachment, according to Kaufmann, Loureiro and Manarioti (2016), encourages brand love. A brand cannot be loved by a person unless it is well-known and valued (Batra et al., 2012). Brand image and personality, according to Ismail and Spinelli (2012), have a strong and important effect on brand love.

### **3. CONSEQUENCES OF BRAND LOVE**

Brand love has an important managerial value as it can positively affect consumer behavior in many ways. The concept of brand love is a concept that positively affects the brand loyalty, the emotion felt for the brand, the evaluations about the brand, the brand passion and the statements about the brand (Albert et al., 2008). It helps to establish a positive relationship between the brand created by the business and the consumer (Carroll and Ahuvia, 2006; Batra et al., 2012). The emotional loyalty to be created between brands and consumers will provide great advantages in terms of developing customer relations in the long term (Long-Tolbert and Gammoh, 2012). Customers who feel brand love and are satisfied with the brand will be more determined to repurchase the brand in their future choices (Carroll and Ahuvia, 2006). Because brand love is thought to positively affect loyalty among consumers who are pleased with the brand (Kaufmann et al., 2016; Thomson, MacInnis, and Park, 2005).

In particular, the use of social media by both brands and consumers provides a more interactive communication opportunity. It is known that the brand communities created in this online environment increase the loyalty and consequently the love of the brand. As a result, consumers develop a different attitude toward the brand, and consumers who value the brand prefer their favorite brands based on which are the most valuable to them (Carroll and Ahuvia, 2006; Keh et al., 2007). When consumers make their choices, they also consider some concepts such as brand recognition and brand yearning. Consumers may want to continually buy the same product or the same brand over time. This love for the brand has an important effect on loyalty due to the strong and deep relationships, and brand love remains irreplaceable. This enables the brand to be shared with consumers through word of mouth communication (Albert and Merunka, 2013).

Consumers' love for a brand strengthens positive word-of-mouth communication (Batra et al., 2012). Particularly, sharing the brand experience with other consumers is seen as important for individuals to build their own identities. Consumers who feel a particular brand love and are satisfied with this brand are more willing to share the brand with those around them through positive word of mouth communication (Karjaluoto et al., 2016; Wallace et al., 2014). Brand love not only promotes loyalty and word of mouth communication, It also affects the price that consumers pay for a brand. Consumers who value a brand are more likely to pay more for it (Albert and Merunka,

2013; Thomson et al., 2005). Brand love, which has an important role in the purchasing decision, is very important for businesses, as it enables consumers to resist negative information (Turgut and Gültekin, 2015). In addition, consumers have the desire to use more because of brand love, they try to create more resources to buy the brand, and they try to be more involved in the process (Carroll and Ahuvia, 2006; Batra et al., 2012). Consumers who are passionate about the brands they love are more willing to maintain their closeness with the brand and may feel the distress of separation in case of a possible separation (Swanson, 2015). Love of the brand will affect people's sense of memory and nostalgia, as well as allowing consumers to imagine and develop a positive attitude towards brands (Albert et al., 2008).

#### **4. THEORIES RELATED TO BRAND LOVE**

Some of the researchers examined brand love as a separate concept, while others examined love theories in the context of consumption. Sternberg (1986) made a distinction as Intimacy, passion, and decision / commitment. Intimacy includes a sense of proximity and related to emotion or affect. Passion, on the other hand, refers to the arousal caused by motivation. Decision is about affirmation of love by the partner, while commitment is about reflecting the desire for a long-term relationship. Shimp and Madden (1988) made use of the triangular theory of love (intimacy, passion, and decision / commitment) (Sternberg, 1986) to examine the consumer-object relationship and made an adaptation in the form of liking, yearning,

and decision / commitment. Ahuvia (1993) examined the reason for the emergence of love between the customer and the brand with the triangle love theory.

Another classification on love was made by Lee (1977). Lee mentioned three main levels of love as the primary love level: Eros (passionate love), Ludus (game-playing love), Storge (friendship love). Secondary love level is shaped according to the mergers between these three love levels. Possessive love (Mania) is formed by the combination of passionate love and game-playing love, logical love (Pragna) by the combination of friendship love and game-playing love, and selfless love (Agape) when passionate love comes together with friendship love. Whang et al. (2004) adapted Lee's (1977) love typology to product love.

In the study conducted by Fournier (1998), the quality structure of the brand relationship was examined from six aspects. The dimensions determining the partnership between the brand and the customer are as follows:

**Love and passion:** It reflects the intensity of the emotional connection that exists between love and the brand, and it serves as the foundation for strong brand relationships.

**Self-connection:** The extent to which a brand fulfills identity concerns, roles, and themes, thus expressing an important part of the self.

**Interdependence:** The nature and range of brand-related events, as well as the increasing strength of personal experiences, are both factors to consider.

**Commitment:** It is expressed as the intention and commitment of the consumer to display a stable attitude in the relationship with the brand and to ensure the relationship's durability

**Intimacy:** The shared understanding between the brand and the customer determines how close customers feel to the brand.

**Brand Partner Quality:** Consumer's assessment of the brand's performance. Dependability, reliability, and predictability are characteristics of this quality.

## CONCLUSION

When customers choose goods or brands, they recognize more than just the functional features and benefits they can get. Therefore, apart from rational decisions, they also consider their feelings in purchasing decisions. The concept of brand love, which emerges as a result of the consumers establishing an emotional bond with the products or brands they use, is a concept that will contribute positively to businesses. The concept of love, which is used between interpersonal relationships, is now being used for inanimate objects, and customers can feel love for a product, a brand, an experience, a hobby or an idea. In particular, consumers can choose products or services that they feel close to themselves among different alternatives, and they can also benefit emotionally through the bond they establish. From this point of view, the aim of the study is to examine the concept of brand love, the

antecedents and consequences of brand love, and the theories underlying brand love.

It can be said that some brands reflect human relations, therefore, long-term consumer habits emerge depending on the relationship that consumers have with the brand. A feeling of love arises from long-term communication between the brand and the customer. Consumers love brands that they think fit them better and reflect them more. In order to create brand love, it is very important to be satisfied with the products or services they have obtained and to have positive emotions as a result of these experiences. On the other hand; brand trust, success, self-compliance, brand identity, pleasure to be achieved, safety, respect and brand attachments are necessary concepts for the formation of love for a brand.

Love felt by consumers for a brand positively affects the loyalty towards the brand, the evaluations to be made about the brand, and the passion for the brand. Brand love, which is an important factor in building a long-term relationship with a company, positively affects the purchasing decisions of the consumers in the future. As a result of the feeling of love for a product or service, customers will be more loyal and willing to buy the same product or brand again. In fact, they will be willing to pay more for their products or services as a result of their positive experiences and their loyalty due to their satisfaction in the past, and they will seek ways to create resources for this. As a result of the brand love felt for the products or services, they will

shape their statements positively, become the advocates of the brand and advertise the brand through word of mouth. Especially social media is an important platform for consumers to share their experiences, to gain acceptance in the society and to build their own identities.

Businesses should realize that they can strengthen their brand image, reduce their advertising expenses and increase their market share by better understanding consumers who advertise on their behalf, defend themselves, explain themselves through various blog posts or videos, and share their satisfaction with those around them. In order to gain advantage and survive in an intense competitive environment, companies must develop strategies that will appeal to the changing consumer emotions. Consumers should be involved in the process, especially through experiences that will remain in the consumer's mind rather than traditional methods. Businesses should look for ways to create love for the brand by establishing stronger relationships and appealing to the emotions of consumers, rather than short-term shopping. They should focus on the points they associate with their target consumers, aim not only to sell products or services, but also to entertain them.

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