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TURQUALITY IN INDUSTRY: A GUIDE FOR UNIVERSITY-INDUSTRY COLLABORATION

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Abstract

One of the most important conditions for surviving and growing in today's changing and developing economic conditions is to achieve success in exports. It is one of the most basic conditions for being a global brand and in this scope companies need to follow an export-oriented policy and achieve success at this point. The ability of governments to maintain stability in the global economy depends on the success of large and multinational firms that have driven their economies on the international platform. In developing economies, firms can achieve this success only with government-backed programs.

In this context, with the government-sponsored Turquality program, companies can find incentives for their growth. The term Turquality, a combine of Turkish and Quality words, is the world's first state-sponsored branding program. Today, increasingly competitive conditions and changing patterns of consumption, encourage companies seeking to take part in the market share in the international arena to create strong brands that mean more added value and greater market share. In terms of competitive sectors such as textile and ready-to-wear, automotive, electronics and food, the importance of branding in exports is increasing day by day. Turquality is a support platform created by Turkey to have a competitive advantage and to be a global player with its own brands in the international markets by providing managerial knowledge, institutionalization and developments, covering the whole processes from marketing to production, from sales to after sales services of companies with potential for branding.

In this paper, the content of this program will be studied and also projects carried out within the scope of Turquality, the parts included in the prepared business plan and the applications belonging to these parts are included. This study will be a guide for both the Turkish industry and the international industry who are interested in qualitatively producing and increasing the market share.

Keywords: Turquality, university-industry collaboration, business plan, Turkish industry.

1 INTRODUCTION

Today, increasingly competitive competition conditions and changing patterns of consumption encourage companies seeking to participate in the international market share to create strong brands that mean more added value and greater market share. In terms of competitive sectors such as textiles and ready-to-wear, automotive, electronics and food, the importance of branding in exports is increasing day by day.

Turkish firms, who are in the process of opening up to the world market, need government support on the way to branding because their economic powers are not enough to take this step. This critical step in the way of branding is a development that will also contribute to Turkey's economy. In this context, Turkey has passed through the Turquality project and provides economic support to the firm in this way. The success of Turquality and the brands in this context ensures the increase and continuity of Turkey's exports. These brands play an important role on the world-wide to increase the value of Turkish products and Turkish brands and to carry them to international dimensions [1].

It is inevitable to create strong Turkish brands in this environment where the economic competition in the world has increased considerably, so that the enterprises can take place in the European Union markets and in the markets of developed countries with other economies. With all these factors, it is necessary to place the image of Turkish goods in international markets and encourage Turkish brands. Being a country with a strong country image and high brand value and high export figures, Turkey will bring a position of speaking in world markets [2].

Akin [3] investigated the relevance of export levels of countries' development levels. In this study, the incentives and aids according to the types and the types of activities, as well as the Turquality project, which is the first and only state-sponsored branding program of the world, were examined and the benefits and expectations were included in the scope of the general evaluation.

Karakoç [4] examined the relationship of the companies in the garment sector with the export, an important point in the branding path, and discussed the Turquality program, which is a branding support within the state. Also he had observed the brand's impact on the implementation of Turquality in the pilot sector-the garment sector.

In the manufacturing industry sub-sectors in the world, significant structures and transformations have emerged between sectors as well as between countries. In Turkey, it has been observed that the dynamics such as increase in income, change in consumption patterns, increasing EU integration process and increasing trade liberalization after customs union, emphasis on imports are effective on the development tendencies of the sectors. Turkey has a strategic prescription for its role in regional development with the high share of textile and apparel industry in exports and production, the high added value created by the use of domestic inputs in large numbers, the share of employment due to labor intensive structure, the employment of relatively unqualified workforce and female labor force, the high share in industries such as Denizli and Kahramanmaraş [5].

2 TURQUALITY

Turquality is a government-sponsored platform with the aim of making global players with their own brands in international markets by providing the managerial knowledge, institutionalization and developments, covering all the processes from production to marketing, sales to after-sale services, etc. In order to achieve a success, it was aimed to be supported by the support platform created by determining the companies with potential for brand creation without sectoral discrimination.

Mission of Turquality:

- To increase the export of the country by developing strong global Turkish brands
- To strengthen the image of "Turkish Property" and Turkey's reputation by developing strong Turkish brands
- To support the companies that carry the selected brand potential.

Targets of Turquality:

- Provide financial resources to become a global brand with a brand potential
- To support the strategy, operation, organization and technology consultancy activities of the companies and their brands in order to create global brands
- To provide training support to the management units of the companies covered by the program
- Communication and promotional activities for the creation and promotion of positive Turkish goods abroad
- To increase brand awareness of Turkish firms
- Providing intelligence support for Turkish companies to take action within market knowledge
- To be an accelerator and catalyst for selected Turkish brands [6].

3 SETTLEMENT OF A FIRM TO TURQUALITY

3.1 Business Plan

The business plan has begun to be adopted as a corporate management tool in the years that post modern management trends have emerged. Many researchers have identified the frameworks, application methods and areas of use that define the content of the business plan. The business plan is a futuristic table of events, which, according to the idea about these events, shows up very clearly and the future events seem to be increasingly obscure. In short, the business plan is a tablature designed to determine the estimated course for a period of time.

3.1.1 Preparation Steps of Business Plan

3.1.1.1 PEST Analysis

Political, economic, social and technological aspects of countries are called PEST analysis. In these areas, an in-depth examination of the country is carried out to analyze the current situation and to evaluate the approaches of this sector within the sector-oriented country of interest. Investigating the future period estimates of the country after the current situation analysis has been done and reflecting it to the PEST analysis is an important measure for seeing the future and acting accordingly. The main aim is to provide information that may be the infrastructure of the sector and to be a strategic policy infrastructure that companies will follow in the event of entering the market.

3.1.1.2 Unit Operations Plan and an Application

Unit operation plans are plans that regulate the operations of units within the company. They describe the job descriptions in the departments and the work they do. It is helped by specifying actions to be taken against situations. Units are carried out on a department basis. Unit operation plan includes units, works to be done and dates.

An example of supply chain operation plan:

Supply Chain Management is a way of integrating the flow of material, information and money that enables the right product to arrive at the right time, in the right place, with the right price for the entire supply chain at the lowest possible cost. In other words, it is the creation of strategies and business models that will increase customer satisfaction by providing integration of basic business processes in the chain.

Unit Strategies:

- Management of customer complaints and expectations
- Full delivery on time
- High quality service and product provision
- Strategic partnership with outsource producers
- Ensuring effective communication with customers
- Ensuring effective purchasing
- Submission of differentiation services and services
- Adopt a performance-based approach.

Unit Action Plan:

An application for the firm's unit action plan is given in Table 1.

Table 1. An application for the firm's unit action plan

Unit Strategy	Unit Target	Planned Actions	Person Responsible	Target Date
Managing customer complaints and expectations	Managing customer complaints and expectations	Using CRM actively	Sales manager, marketing manager	June 2017
Full delivery on time	Determination of standard times	Correctly determining standard times and overlapping deadlines based on customer requests	Planning manager	July 2017
High quality service and product	Effective management of outsource operations	Up-to-date monitoring of operations and automatic warning system	Manufacturing manager	May 2017
Strategic partnership with outsource producers	Providing regular training to producers	Giving training to outsource producers in various fields in certain periods within the firm	Human resource manager	June 2017
Ensuring effective communication with customers	Activation of network logistics network	Elimination of deficiencies of existing network logistics network	IT manager	August 2017
Ensuring effective purchasing	Search for new suppliers by product	Open offices in areas close to suppliers, where procurement and research of the products to be procured can be carried out with ease	Purchasing manager	April 2017
Adoption of a performance-based approach	Effective use of Supply Chain Management according to specified processes	Keeping sales processes up-to-date and revising when necessary	Sales manager	July 2017

Supply Chain Unit Training Plan:

The training plan for the firm's supply chain unit is given in Table 2.

Table 2. The training plan for the firm's supply chain unit

Name of the training	Planned training date	Participants
5S Applications	March 2017	All employees
Managerial and Leadership Skills	March 2017	Managers, directors
Techniques for Decision Making and Problem Solving	April 2017	Managers, directors
In case of emergency	May 2017	All employees
Worker's health and work safety	June 2017	All employees
Management of Hazardous Chemicals	July 2017	Manufacturing
Production Planning	August 2017	Planning
Motivation and Target Identification	September 2017	Managers, directors
International Product Shipments and Logistics Operation	September 2017	Purchasing
Effective Presentation and Presentation Preparation Techniques	October 2017	Managers, directors
Materials and Resource Planning	October 2017	Planning

3.1.1.3 SWOT Analysis

SWOT analysis is a strategic management practice that includes internal and external situation assessment and provides great convenience in terms of management from the point of view of current position and view. SWOT analysis for institutions has two important benefits: The first benefit is to clearly demonstrate what the current position of the institution is. The first part of the analysis, expressed as S and W letters, provides important acquisitions and information such as the strengths and weaknesses of the institution, the determination of the positive-negative workflow or performance, and the knowledge of the institution itself. The second part of the analysis indicated by the O and T letters is an analysis of "what can be done" against the external influences, the formation on the market, the institution's possible opportunities and threats. That is to say, the second part, not the current one, involves a situation assessment of future developments, but in this respect it is based on more judgment and subjective evidence.

An example of SWOT Analysis of the firm's sales and marketing department can be seen from Table 3.

Table 3. An example of SWOT Analysis of the firm's sales and marketing department

Strengths	Weaknesses
<ul style="list-style-type: none"> • Large sales network across Europe • Bread and Butter Fair • Powerful design team • Good communication with customers • Direct working, closely following the work • Ensure that team employees are effective and experienced • Powerful catalog photo shooting 	<ul style="list-style-type: none"> • High production prices • Responding to problems and solving problems • The quality of the products • Insufficient capacity
Opportunities	Threats
<ul style="list-style-type: none"> • The existence of big markets that can be entered • Branding • Developing licensed products 	<ul style="list-style-type: none"> • The surplus of competitors • Low precautionary activity • Clients' short term requesting

Unit Development Proposals:

- To divide the sales network on the basis of countries
- Create own store chain
- Sell licensed products
- Opening sales offices in Asian countries
- Opening design offices in Asian countries
- Increasing brand recognition
- Developing the on-line sales network
- Turning agency employees into their employees.

Unit Targets:

- To increase the number of multi-brand stores in Germany where FUGA is located to 15
- Taking part in multi-brand stores in Russia
- Establishment of store organization in Russia
- Integration of the franchising model
- To increase FUGA online sales to € 1,000,000
- To increase the brand awareness in Germany to 20%
- To minimize customer and consumer complaints
- Raising demand forecast accuracy to 75%
- Sales - Marketing organization and process development
- Increase average performance score to 20%.

3.1.1.4 Brand Strategy and Positioning

A brand is a visual design or name given to a product or service in order to distinguish a product or service from its competitors' products and services and to provide high and continuous quality assurance to consumers. The difference reflects the positioning of a mark as well as the personality of the mark, or even both. Successful brands meet the needs and desires of the target market.

The history of the brand for the studied firm;

2002 Creation of brand

2009 Acquisition of brand support program under Turquality

2013 Taking into the scope of the Turquality program

2016 Preparation of Strategic Business Plan under "Turquality" Support

4 CONCLUSIONS

In today's developed or developing countries, creating an acceptable brand in world markets is an important situation. The fact that businesses have branded products also makes it possible for them to compete in the market and allows them to expand their trading volume.

In this environment where economic competition is increasing in the world, it has become an important necessity for Turkey to promote its own brands to the world market so that it can cope with other countries. Being a country with a strong country image and high brand values and high export values will make Turkey a better place in the international sense.

Undersecretary of Foreign Trade, which aims to provide sustainable export and added value increase and is aware of the fact that there is no desired "Turkish Property" image on the international market, has put the first and only state sponsored branding program under the name of "Turquality" in the world. Turquality, which aims to strengthen the existing Turkish goods image in international markets by combining the words "Turkish" and "Quality", is supported by Turkish brands with global potential. Encouraged by this, Turkish brands are opening up to the world market and have the chance to export their dreams and they have the opportunity to contribute to the development of both themselves and Turkey. In this framework, Turkey's branded exports are expected to increase.

In this study, Turquality application was made for a company, business plans, PEST analysis, operation plan and SWOT analysis were applied within the framework of university-industry collaboration. In addition, brand strategy and positioning for the company has also been made. It is clear that this work will provide guidance for countries seeking to improve university-industry relations. The Turquality program, which is the first state-sponsored branding program in the world, will create new brands that will be supported by investors who want to invest in new sectors in the country as well as world-wide recognition. Thus, Turkey and countries based on this program may have more say on the international market.

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