THE DEVELOPMENT OF E-COMMERCE AND LOGISTICS ACTIVITIES WITH GLOBALIZATION AND THEIR IMPACT ON SMEs

Meltem GÜL

YEDITEPE UNIVERSITY

2022

PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Date : 31.01.2022

Name/Surname: Meltem GÜL

ABSTRACT

E-commerce, which has a very important place today, is developing with the effect of globalization. It has come to the potential to enable companies with low shares to gain momentum suddenly. However, globalization has made e-commerce activities even more complex and has included elements that can make a difference in the value chain. The most prominent of these is logistics activities. It has been the logistics activities that ensure the good functioning of e-commerce and provide competitive power to the company. Logistics internal processes, which cannot reflect the innovations brought by globalization, have the potential to create disruptions in the flow of e-commerce. In this case, SMEs, which already have a small market share, should not lag the innovations brought by globalization to make their share from e-commerce sustainable. In this context, this study determined research questions to determine the reflection of this triple integration in SMEs and its effect on process management. Interview analysis was preferred because the research questions required the subject to be handled with more detailed and sectoral answers. As a result of the interview analysis made with 5 different SME managers, the effect of globalization on e-commerce and logistics activities and the process management they sustain in order to maintain or increase their market shares were examined.

Keywords: E-commerce, Globalization, Logistics, Market Share, SME

ÖZET

Günümüzde oldukça önemli bir yeri olan e-ticaret, küreselleşmenin de etkisi ile gelişim göstermektedir. Özellikle payları düşük olan firmaların bir anda ivme sağlamasını sağlayacak potansiyele gelmiştir. Ancak küreselleşme e-ticaret faaliyetlerini daha da kompleks hale getirmiş ve değer zincirinde fark yaratabilecek ögeleri de içerisinde barındırmıştır. Bunlardan en öne çıkanı lojistik faaliyetleridir. E-ticaretin iyi işlemesini sağlayan, firmaya rekabet gücü sağlayan lojistik faaliyetler olmuştur. Küreselleşmenin getirdiği yenilikleri yansıtamayan lojistik iç süreçleri, e-ticaretin akışında aksaklıklar yaratabilecek potansiyeldir. Bu durumda hali hazırda az bir Pazar payına sahip KOBİ'ler de e-ticaretten aldıkları payı sürdürülebilir kılmak için küreselleşmenin getirdiği yeniliklerin gerisinde kalmamalıdır. Bu bağlamda bu çalışma bu üçlü entegrasyonun KOBİ'lerde yansımasını ve süreç yönetimine etkisini tespit edebilmek için araştırma soruları belirlemiştir. Araştırma soruları konunun daha detaylı ve sektörel cevaplarla işlenmesini gerekli kıldığından mülakat analizi tercih edilmiştir. 5 farklı KOBİ yöneticisi ile yapılan mülakat analizi sonucu küreselleşmenin e-ticaret ve lojistik faaliyetlerindeki etkisi ve pazar paylarını koruyabilmek ya da arttırabilmek için sürdürdükleri süreç yönetimleri incelenmiştir.

Anahtar Kelimeler: E-ticaret, Küreselleşme, Lojistik, Pazar Payı, KOBİ

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

1. INTRODUCTION

Electronic commerce adds dynamism to the sectors thanks to the new business lines it creates, new employment and expertise areas and new markets accessed. Turkey's share in the global e-commercial market does not yet have a considerable share. However, with globalization, the opportunities offered by the internet are turning into a structure that is adopted and evaluated more and more. Turkey also has a significant potential for digital conversion is an important part of the economy which supported e-commerce. The young and dynamic population, high smartphone penetration and mobile internet, regional advantage can be brought on the geographical location of several elements that constitute the main paved the way for Turkey nationally and internationally.

The gradual removal of borders in the globalizing market process makes it necessary for companies to open up to cross-border markets. This situation makes it difficult for SMEs to adapt to international trade due to the lack of international market experience. Opening up to globalized markets through e-commerce benefits small and medium-sized businesses to solve the problems related to the concept of time and space. SMEs provide convenience in meeting their needs at any time of the day with their marketing strategy on the internet. At the same time, they make their name heard by avoiding costly advertisements. The enterprises that are expected to benefit the most from this advantage are SMEs with high ability to meet changing demands and needs thanks to their dynamic and flexible structures.

With the new trends brought about by globalization, omni-channel development is very important for retail companies and manufacturers. Especially for SMEs, the potential in e-export and B2B e-commerce in all sectors provides great opportunities for industry players. Based on these opportunities, this study will examine the effects of e-commerce on SMEs in the context of globalization. Interview analysis will be preferred when it is desired to focus on current problems and changes experienced by SMEs in the sector. With this study, it is aimed to determine both current problems and the gains of SMEs in e-commerce. As a result of the study, it is aimed to give suggestions on how to establish a sustainable electronic trade environment. Within the scope of the purpose of the study, firstly, a conceptual framework will be presented and the domain of the related concepts will be drawn. The other section will focus on the effects of globalization. In this way, the framework for interview analysis will be developed.

2. CONCEPTUAL FRAMEWORK

Conceptual framework will clarify the concepts: globalization, e-commerce, logistics and market share.

2.1 Globalization

Firstly, the globalization will be explained within conceptual framework.

2.1.1 The Concept of Globalization

The economist Joseph Stiglitz defines the globalization of the economy in his book as “the close interweaving of countries and peoples of the world, which was brought about by the enormous reduction in transport and communication costs, and the removal of artificial barriers for the unhindered cross-border flow of goods, services, capital, knowledge and (to a lesser extent) people”. This definition helps clarify a term that has a lot packed into it. In common parlance it actually refers to a multitude of very different phenomena: globalization of information, cultural globalization, political globalization, etc., to name just a few examples. This book is primarily about the not only economic aspects of globalization, the international trade in goods and services, but also the development of multinational companies, the cross-border organization of industrial production and the cross-border migration of workers, which is shaped by economic considerations and students. Therefore; globalization is a complex and multidisciplinary term (Stiglitz, 2006).

For several decades, economic globalization has indeed been partly shaped by decisions made jointly by states. This often takes place within the framework of international organizations such as the International Monetary Fund, the World Bank, the World Trade Organization or the OECD, which observe, analyze and accompany the developments associated with the globalization of the economy (Sheffield et al., 2013). Economic globalization is increasingly determining our lifestyle, our working methods and our ideas about the future. Globalization has left its mark on today's society, and it shapes its development (Wolf, 2005).

2.1.2 The Impact of Globalization

The impact of globalization will be clarified based on economy, politics, technology and trade.

2.1.2.1 The Impact on the Economy

Economic globalization has led to effects such as the economic concentration around the world, the development of capital, goods and services trade. With the advancement of technology, new connections have been developed (Steger, 2009, s.38).

Globalization created a fast economy which is the interplay of two factors. On the one hand, the brand manufacturers want to avoid the risk associated with large quantities and stocks; on the other hand, consumers are constantly demanding new models - and not just in the area of cell phones. Take the textile industry, for example: where fashion houses and department store branches used to be stocked with new goods on time for the new season, today consumers constantly expect a new selection. This means that some of the stores are supplied with goods on a daily basis. In order to be able to do this, the processes will be streamlined and production will be brought closer to the sales markets again. This shortens the supply chain without losing any of its complexity. This trend is not just limited to fashion. Here, however, the change of the past few years is particularly noticeable (Dreher, 2006).

2.1.2.2 The Impact on the Politics

The erosion of the privileges of nation states has made itself felt with the beginning of globalization to be felt in the political dimension. According to Habermas (2000), there are three dimensions; The state has now lost its autonomy. The decisions taken have started to affect abroad as well. Gaps have begun to occur in democratic administrations. With the increase in globalization, a weakness and inadequacy in the field of management have come along.

2.1.2.3 Technological Impacts

With globalization, technological developments have come to the fore. With the emergence of new alternative resources in the globalization process with technological developments, faster access and even more economic purchases have started to take place. Globalization can be defined as increasing integration in the world. With globalization, innovations have occurred and technological advances have been experienced. With globalization, international trade has become widespread, financial trends have developed and technology has become more widespread. Globalization, technologically, the market has become an extension of the development of the international area.

2.1.2.4 The Impact on the Trade Activities

For several decades, globalization has been a constant, unstoppable driver of the world economy and world trade. Similar to the assumption of constant annual economic growth (under ideal conditions) in macroeconomics, a steady increase in globalization, i.e. the intensification of international linking and networking of production processes, information channels and personal mobility was expected. The main reasons were the dismantling of regulatory trade restrictions, the opening of former closed, socialist economies to international trade and technological developments, especially in the area of digital information exchange (Dreher et al.,, 2008). The development of the KOF Globalization Index for the leading globalized economies shows how rapidly globalization was moving upward (Figure 2.1)

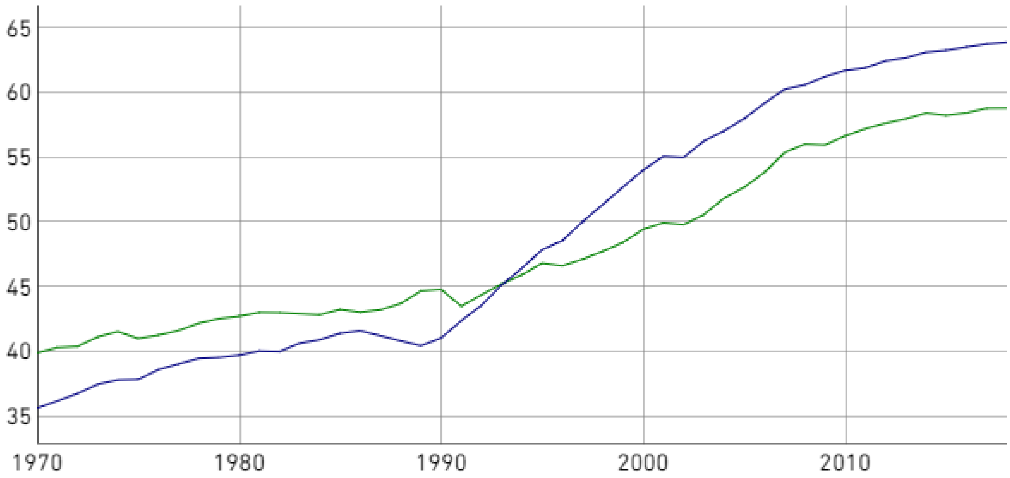

Figure 2.1: KOF Globalization Index (1970-2018)

Source: KOF Swiss Economic Institute, 2020

The last index of KOF which is published in 2020 shows the World globalization index for 2018 as Figure 2.1. Based on the institution's ranking, Switzerland, Netherland and Belgium are top there with 90.8, 90.7 and 90.5 respectively. USA is the 25th rank with 82.2. Turkey is the 58th within the list with 70.6 ranking score (KOF Swiss Economic Institute, 2020).

At the same time, the indices already show that relative globalization is not increasing indefinitely, but that some countries have already approached. In these countries, this means that hardly any additional growth effects beyond volume and price growth can be assumed. In addition to the increase in the respective gross domestic product, in the past an additional increase in relative globalization ensured stronger growth in trade compared with the monetary value added (expressed in the so-called GDP multiplier). In the 1990s, the high phase of globalization, this was still 3.5x (global maritime trade grew by a factor of 3.5 faster than global GDP) and then fell to only 1.4x in the end. Stagnation can even be expected in the next few years. The reasons for this are vary. In addition to the political and technological drivers already mentioned, in the last few decades it was in particular the production-side decisions of companies that were responsible for the rapid trade growth: Due to the immense comparative wage cost advantage of the emerging countries, a large number of manufacturing companies from the developed economies have in the past stopped their production and prefabrication sites relocated to emerging countries (offshoring). For a long time, this included the People's Republic of China as an extended production location for Western companies. This led to a high degree of networking and complexity in the production and supply chains across different regions with a correspondingly high proportion of transport and logistics within the production steps. This dynamic has now changed significantly. On the one hand, rising transport costs (currently somewhat cushioned by falling oil prices and freight rates) and risk management-related considerations on the part of manufacturing companies have led to a rethinking of their sourcing strategies. On the other hand, the cost advantage of production in offshore countries such as China has also been increasingly offset by rising wage costs in these countries and existing productivity deficits. As a result, near-shoring plans of the manufacturing and shipping companies are now increasingly the focus of strategic considerations (Doll et al., 2014, s.19).

These strategies not only have an impact on the kilometres of freight transported, but also on the volume on the main routes of world trade. Here the large, traditional east-west trade routes have already been replaced by the up-and-coming north-south and intra-regional trade routes in terms of their dynamic growth. Intra-Asia in particular has been one of the fastest growing trade routes here for several years, as production has often shifted from China to the Southeast Asian countries and, due to a growing middle class, increasing domestic consumption has established itself in the region. Accordingly, many products are no longer transported to Europe or North America, but to other Asian countries and consumed there. In some countries such as Indonesia, Singapore or Thailand, the share of intra-regional trade in total trade between states will consequently be over 80% in the next few decades (Dreher, 2006).

This development shows how closely economic growth and the associated rising standard of living in countries are dependent on globalization. In other words: international trade, which was only interrupted by the phase of the two world wars, is and will remain an essential pillar of our prosperity. Globalization was promoted by advances in communication and transport technology, but also by the dismantling of trade barriers between states. The study “Global Trade Alerts”, published in August 2013 by the University of St. Gallen and the UK Center for Economic Policy Research, recorded over 430 new measures against free trade for the period July 2012 to July 2013 alone. The majority of these measures, 65% were initiated by G20 members. Against the background that traditional restrictions such as tariffs can quickly lead to a complaint before the World Trade Organization (WTO), the states rely on subsidies for exports, financial aid or incentive systems such as export guarantees.145 Despite this help for their own industry the states continued a general slowdown in demand. According to the forecast of the OECD economists, the global economy will therefore grow by just 3.1%The most important reasons for this development are the sluggish economic development in the USA and the slump in growth in China - both countries have contributed significantly to global economic growth in recent years.146 This weakening of the global economic engines naturally also affects globalization: The lower economic growth in China is reducing the demand for raw materials. This in turn leads to a fall in the cost of transporting these goods. The economy is also reacting cautiously when it comes to expanding its production networks (Dreher et al., 2008).

2.2 E-Commerce

Secondly, the e-commerce will be explained within conceptual framework.

2.2.1 Definition and Scope of E-Commerce

Electronic marketplaces represent an essential element for the implementation of e-business or e-commerce solutions. E-business is often understood to be a more company process-centered view. The virtualization of companies or The focus here is on business processes that encompass the entire process from procurement through internal processes to sales. E-commerce, on the other hand, highlights the sales-centered perspective and represents the electronically supported exchange or trade between market partners, ie preparation, conclusion, processing and follow-up. The result is essential changes in business processes between companies and customers, i.e. both commercial transactions between companies as well as between companies and end customers are experiencing a distinct change compared to traditional retail. For example, a gradual integration of the end customer can be observed: starting with the target group-specific company presentation on the Internet, electronic product catalogs with decision support systems to online shopping and electronically supported after-sales service. In principle, e-commerce is not tied to specific technologies; rather, various basic technologies such as Electronic Data Interchange (EDI), messaging systems, electronic kiosks, call centers and digital video broadcasting (DVB) can serve as the underlying infrastructure.

Although electronic commerce is perceived only as an economic factor, it is actually a broad concept that spans many different areas. It also has great effects on social and cultural areas. Organizations that adopt electronic commerce adapt more quickly to this market, which puts customer expectations in the foreground, and new conditions, and gain an advantage in competition with other companies. When evaluated by the customer, since electronic commerce eliminates restrictive physical conditions such as time and space, it opens the way for trade and increases efficiency. In this way, people can do more work in a shorter time, their free time outside of work increases and people can spend their time as they wish.

2.2.2 Tools of E-Commerce

With the development of the concept of electronic commerce today, usage tools are also emerging. Electronic commerce tools are as follows (Mankan, 2011, p.22):

i. Phone,
ii. Fax,
iii. Television,
iv. Electronic data exchange,
v. Internet,
vi. Intranet and Extranet.

2.2.3 Types of E-Commerce

There are many ways to classify e-commerce websites. We can categorize them according to the products or services they sell, the parties they transact with, and even the platforms they work with (Singh, 2019).

In this study, a classification will be presented according to the parties that make transactions in line with the purpose of the study. E-commerce is classified in seven categories according to the parties and the direction of the transaction in the electronic environment where the state, company and consumer trio can establish trade relations.

2.2.3.1 Business to Business (B2B)

B2B e-commerce is about transactions between two businesses. Any company whose customers are other businesses operates in the B2B model. Companies that sell wholesale or sell products suitable for industrial use are considered in this category. Examples of B2B are Aliexpress or sites selling industrial equipment (Singh, 2019).

2.2.3.2 Business to Customer (B2C)

Transactions take place between businesses and consumers. In B2C e-commerce, businesses are businesses that sell products or services to end users (i.e. consumers) (Singh, 2019). Online retail generally runs on the B2C model. Retailers with online stores such as Hepsiburada and Migros are examples of businesses dealing with B2C e-commerce.

2.2.3.3 Customer to Customer (C2C)

It is a business model in which buying and selling transactions are made between two consumers (Singh, 2019). It usually happens on online marketplaces such as Gittigidiyor, Sahibinden, Letgo.

2.2.3.4 Business to Government (B2G)

When a government agency uses the Internet to purchase goods or services from a business, the transaction goes into B2G e-commerce. For instance; wehen a municipality hired a web design firm to update its website, this type of agreement is considered a B2G (Singh, 2019).

2.2.3.5 Customer to Government (C2G)

The payments made by the consumers to the state institution are considered within this scope. Payments such as traffic banderol, real estate tax can be given as examples (Singh, 2019).

2.2.4 The Process of E-Commerce

In connection with electronic commerce it is necessary to mention the term: electronic markets. Electronic markets are information and communication systems that support all or individual phases and functions of market organization. The phases mentioned in the definition are known under the term "phase model of the market transaction". The individual transaction phases are as follows (Nanehkaran, 2013):

i. Information phase:

In the information phase, the potential customer seeks information about providers and products that are suitable for satisfying their specific needs. System support can be guaranteed by directory services and product catalogs.

ii. Agreement phase:

In this phase, the conditions of the transaction are clarified in order to come to a legally valid purchase contract. While often only a price and condition policy is pursued according to the "take it or leave it" principle, some systems enable customer-specific discount rates, payment procedures and deadlines, etc. on the basis of stored profile information.

iii. Execution phase:

In the processing phase, the method of payment is agreed; in the case of physical goods, agreement is made on the shipping procedure and any transport insurance. In addition, supporting services can be used in this phase, such as electronic notary services that certify the conclusion of the contract by verifying the signatures and, if necessary, by countersigning and archiving the contract.

iv. After-sales phase:

In this phase, customers continue to receive support even after they have bought a product in order to strengthen trust and customer loyalty. For example, the customer has the option of tracking the delivery status of his order online, or he is regularly informed about new products or discounts by e-mail.

2.2.5 The Determinants of E-Commerce

When the factors affecting the global e-commerce market are examined; Factors related to macroeconomics, demography, information and communication infrastructure, financial product penetration, social media and logistics infrastructure are the most frequently examined factors (Mangiaracina and Campari,2012).

2.2.5.1 Global Economic Trends

Although e-commerce grows globally, as a result of global events, for example, man cannot realize its current potential. The slowdown in international trade activity, the ongoing global trade tensions especially between the United States of America and China, and the slowdown in economic growth in some European countries such as Germany and Italy caused the World Bank to lower growth expectations in the coming period. In addition to these, the negative impact of the decline in foreign demand, increasing borrowing costs and ongoing political uncertainties on the growth of emerging economies, the possibility of the UK leaving the European Union without agreement and the revision of growth expectations in the Eurozon (IMF, 2019)

2.2.5.2 Demographic Factors

Demographic factors also affect e-commerce figures directly and indirectly. Crowded population means the number of accessible current and potential customers. Although e-commerce allows cross-border transactions, consumers prefer established businesses in their countries due to issues such as language, availability, delivery and speed. Age, gender and total population rates, frequency of technology use can be shown as the most important headings of the factors affecting economic activities. In countries with a young population, the adaptation of new technologies and the rate of use of these technologies are higher than the countries with older populations. In parallel with this, the volume of e-commerce is higher in countries, most of which are under 75 years of age (Hwong, 2018)

Classifying shopping habits according to the time period in which people grow up and their experiences, and analyzing them according to the generations that emerge as a result, is an important approach in terms of understanding customer behavior and expectations.

Along with the fact of value that is important for the Y generation, the most important feature that this generation expects from e-commerce transactions is “experience”. For this reason, companies targeting the Y generation should work on content marketing, omni-channel customer experience, and customer shopping experience in pre-sales and after-sales services. Generation Z, on the other hand, exhibits similarities with the generation Y that preceded it, but is more technology-oriented than its predecessors and uses social media more intensively, as it opens its eyes to life in the digital world. This generation also rapidly increases the number of times of interaction by sharing all of its behaviors and experiences with the people around it.8 When the shopping habits of this young group consisting of Y and Z generations are examined, it is seen that 87% of them prefer to shop from known brands even though they do not have high income figures. In order to be preferred by the Y and Z generations, companies should not only focus on digital channels but also turn their stores into experience centers. In addition, since there is a considerably young consumer group that still follows the traditional media channels such as television and advertisements, it is important to find a balance between traditional and social media marketing in order to retain this audience9. Since generations Y and Z enjoy following discounts and promotions, discounts stand out as another tool that affects the consumer behavior of these age groups (Hwong, 2018). According to Deloitte's "Millenials and Beyond" report, which examines the shopping habits of generations, 7 out of 10 consumers try to catch various discounts on their purchases, and contrary to what is expected, the majority of this ratio is composed of Y and Z generations. Personal promotions, campaigns in line with needs predictions, personalized customer support services are exemplary studies to target this generation (Deloitte, 2018).

Generation Y is a community that is accustomed to getting quick results from the actions it takes because it grew up in a period where technological opportunities are developing and there is easy access to information. Since this feature is also reflected in online shopping processes, the expectation for speed in product delivery is higher compared to previous generations (Hwong, 2018).

The fact that the young generation is sensitive to time has also affected the development of mobile payment habits. Therefore, age range is a distinctive factor in the use of mobile payment methods in which the speed factor is effective and is directly related to smartphone ownership. 39% of mobile payment users in the world are Gen Y and 33% Gen X.11 The environment and conditions in which generations grow up are reflected in the product groups they prefer in online shopping. As the Y and Z generations will enter the period of buying home products, it is expected that the internet sales of the home category will increase (Hwong, 2018).

Growing up with the Internet, the Y generation is changing not only the buying behaviors in the B2B area, but also the behaviors such as research and dealer selection. According to the research conducted by Google, half of all buyers are Y generation and this rate is increasing day by day. The professional purchasing behaviors of the generation Y, also known as digital natives, are converging to individual purchasing behaviors day by day. Generation Y goes beyond price / benefit-based behavior in B2B purchasing behavior, unlike previous generations, and evaluates the environmental, social impacts and philanthropic activities created by the institution from which the product will be purchased. Another important factor for millennials is digital experience, as mentioned above. The digital experience, which is also important in the B2B purchasing world, with the "Consumerization" trend, causes Generation Y buyers not only to compare companies among themselves, but also to compare them with different digital platform experiences they have previously acquired (Snyder and Hilal, 2015).

The need of the generation Y to be mobile continuously causes most of the purchasing and related activities to be carried out on mobile devices. For this reason, the effect of being mobile compatible in the B2B customer journey is increasing day by day. In 2017, 50% of product searches were carried out on smart phones, while it is expected that this rate will increase to 70% by 2020 and the time spent on smartphones of B2B buyers will increase from 2 hours a day to 3 hours until 2020.

2.2.5.3 Internet Infrastructure and Its Prevalence

Internet penetration is important not only in terms of e-commerce but also because of the growth they create in countries' GNPs. So much so that a 10% increase in this value provides an increase of 1.8% in global GDP.15

2.2.5.4 Use of Mobile Devices

Factors such as developing technology and increasing internet speed ensure that mobile devices can reach products or services wherever and whenever they want, unlike conventional retail stores. In addition, the decrease in consumers' tolerance to inefficiencies such as crowded and long payment queues in classical retail stores, and the fact that in addition to the changes in lifestyle, retailers have started to see mobile devices as a true omni-channel experience tool, and the trade that takes place on these devices has a significant impact on e-commerce (Deloitte, 2018).

According to the research conducted by Google, with the widespread use of technologies such as 4G in developed countries and their use in developing countries, the expectations of the users from the e-commerce platforms they visit have increased. For example, it is observed that 61% of users visiting non-mobile sites continue their transactions by visiting the competitor site. Especially Asian consumers use mobile phones in online shopping, which is extremely high. For example, the percentage of users who shopped with mobile phones in China was 74% in the last month . Another reason why shopping on mobile phones is so high is that Chinese consumers make their payments via their mobile phones. In the urbanized regions of China, the proportion of users who pay via their mobile phones is about 90 % (Deloitte, 2017).

The rate of use of mobile devices not only changes e-commerce transactions, but also payment method habits. It is predicted that in the near future, three out of five people in developed economies will use their mobile phones for online shopping and seven out of ten people will use their mobile phones to make payments (Tom et al., 2017).

2.2.5.5 The Widespread of Social Media

There is a parallelism between the usage rates of social media channels that offer more than a traditional marketing tool for e-commerce companies and provide direct contact with the consumer and the number of online consumers (Hootsuite, 2019).

2.2.5.6 Financial Product Extension

In addition to the more intensive payment methods used in our country such as credit cards and debit cards, the use of alternative methods such as e-wallets and payment infrastructures of social media platforms is increasing in e-commerce worldwide. Approximately 68.5% of the total population over the age of 15 in the world have a bank account and 52% make / receive payments digitally. mobile payments in Turkey, especially as a payment method preferred by the younger population continues to increase its market share. A study conducted by the ICC one out of every three people in Turkey online shoppers prefer mobile shopping. Consumers mostly prefer mobile shopping because of its speed, convenience in product research and campaign opportunities provided by businesses. It is observed that the prevalence of payment with data matrix has increased in recent years. The most important barrier to mobile payment is that consumers worry about their personal information being stolen. Within the scope of the study, 4 out of every 5 mobile shoppers shared that they were afraid of personal information theft (Hootsuite, 2019).

2.2.5.7 Logistics Performance Impact

LPI examines the factors that affect the logistics performance of countries such as customs, infrastructure and service quality, and evaluates the capabilities of countries in matters such as timely delivery, international shipping, tracking and monitoring. The World Bank states that the level of maturity in logistics services and structural factors contribute positively to the development of e-commerce (Alves et al., 2017).

2.2.6 The Advantages of E-Commerce

E-commerce is getting more widespread due to the various advantages it offers to the parties. The main benefits that it offers to the enterprises (Molla and Heeks, 2016):

i. It gives the opportunity to have an open store that can sell at any time of the day.
ii. Physical store rent, invoices, labor, etc. These costs are minimized in the virtual store while causing costs such as.
iii. While physical stores can reach a limited audience depending on their location, the virtual store has worldwide accessibility.
iv. While the number of products that can be presented in the physical store depends on the size of the store, an unlimited variety of products can be offered in the virtual environment.
v. While detailed and technical information about the products can be provided, this is not possible in physical stores.
vi. It paves the way for branding by reaching a wider audience.
vii. Jobs that require a lot of time, effort and money, such as the distribution of press releases, product catalogs, are done automatically, very quickly and accurately, and personalized marketing becomes possible.

The main benefits that it offers to the customers (Niranjanamurthy et al., 2013):

i. It offers the opportunity to shop without spending a special time for shopping.
ii. Transaction costs and shipping costs are reduced for consumers. Consumers can shop from virtual stores without leaving their homes without any problems and wasting time.
iii. It breaks the information asymmetry against the consumer. In other words, it provides the opportunity to efficiently research the prices of products and compare them with substitute goods.
iv. It can reach more realistic user experiences and comments than sellers' comments about the product.
v. The variety of products available to the consumer is much more.

2.3 Logistics

Thirdly, the logistics will be explained within conceptual framework.

2.3.1 Definition and Importance of Logistics

In its Greek origin, logistics denotes the practical art of arithmetic and has been used conceptually since the 18th century for the planning and implementation of the supply of military troops with personnel, weapons and ammunition. This material supply, which is called "replenishment" in the military sense, is also necessary for smooth industrial production. Therefore, in a business context, logistics refers to the planning and provision of the resources and services required for production - i.e. essentially the transport and storage of raw materials, operating supplies, intermediate and finished products in the production process and the distribution of the finished products to customers. In this "civil" understanding, logistics is an important corporate function and an integral part of the operational service creation process. The logistics function is also of particular importance in cross-company value creation systems based on the division of labor. One of the best-known logistics definition is “the right quantity, - the right objects (goods, people, energy, information), - in the right place, - at the right time, - in the right quality, - at the right cost.” (Song and Cheung, 2013).

2.3.2 The Impact of E-Commerce on Logistics

Retail is one of the largest customers for logistics services. The transport, handling and storage of goods is the core task of distribution logistics. Until a few years ago, deliveries to retail outlets were the subject of the distribution of goods from the manufacturer to the retailer to the end consumer. The majority of the retail logistics was carried out via piece goods transports by the logistics service provider or as direct transports carried out by the goods producers to the retailer's ramp. With the strong growth of e-commerce, retail has changed (Lehtonen, 2004).

The reason for the rapid development of e-commerce lies in the advantages it has from the customer’s point of view compared to traditional retail, such as the independence of shopping from shop opening times, the time savings, the quick price comparison (among other things with the support of many comparison portals), the large bandwidth of the range and the mostly cheaper price. New services, such as customer reviews, discount campaigns, a 30-day exchange right and money-back guarantee, give online trading an additional boost. With all innovative business models and services for online customers, two things remain decisive for the future of online trading: a safe and simple payment system, which has now been established with various internet payment services, and smooth, fast delivery of the ordered goods to the customer with as little free shipping as possible. The logistics companies and parcel services make a relevant contribution to the strong growth in e-commerce. With their logistics centers and delivery networks, they are the backbone of online trading and ensure that the goods ordered are delivered to the customer quickly and reliably. Parcel services have benefited from the e-commerce boom of recent years like hardly any other industry (Disney et al., 2004).

2.4 Market Share and E-Commerce with Globalization

The market is an element that helps economically, given the situations in which there is trade. How and how we should market the products needs to be implemented. If we choose the market well, we can market and sell the products in a more convenient way. In this part of the study, some concepts and their relations will be mentioned in order to determine the dynamics of the e-commerce market developing with the effect of globalization.

2.4.1 The Concept of Market

Market is the system formed by the potential customer groups of a good or service. The market is the factor that brings together buyers and sellers and enables transactions to be carried out. The relationship between buyer and seller is not only face-to-face, but can also be intermediary. Buyers and sellers can come together in environments such as ATM machines and the internet. The market is a community of people and organizations willing to spend their money and money to buy a good that needs a certain good (Art Weinstein, 2004). The terminology about market might be confusing; therefore some concepts about market might assist to understand what market is about (Figure 2.2). The concepts will be explained in this part.

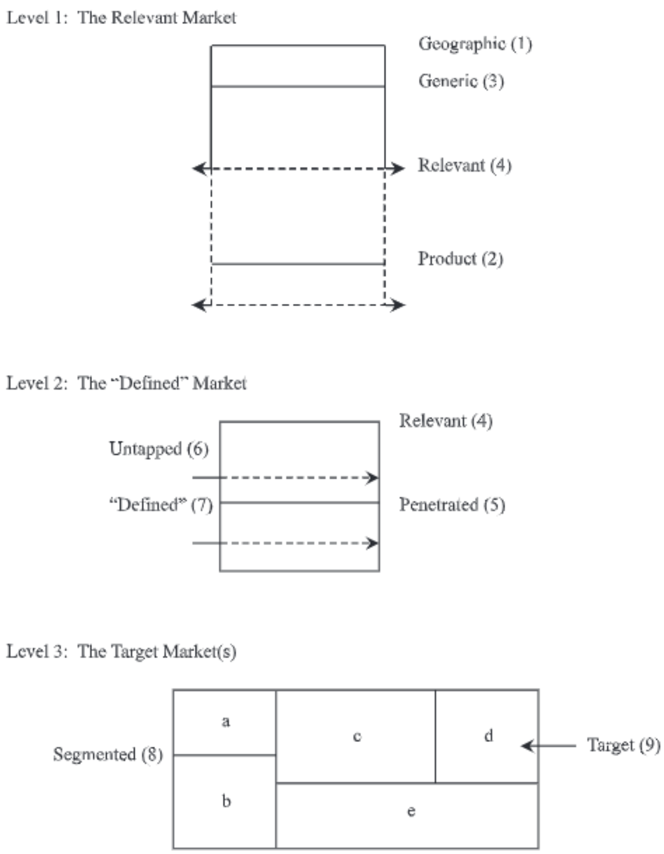

Figure 2.2: Strategic Market Definition Framework

Source: Art Weinstein, 2004:27

2.4.1.1 Target Market

The target market requires market research for the market to be addressed. According to market research, the promotion of products should be presented to the consumer in a more attractive way using personal sales and advertisements. An enterprise wishing to expand to foreign countries should determine criteria for its own goods or services to use in segmentation of countries in order to select a target segment. Then, based on these criteria, it should divide countries into homogeneous segments with common features (Art Weinstein, 2004:134). Furthermore; some criteria will assist to choose target markets as shown in Figure 2.3.

Qualitative Criteria	Quantitative Criteria
Nature of business preferred	Sales by dollars/euros/yen, etc., sales growth rates
Strategic synergy	Market share
Strengths and weaknesses	Profit potential
Market trends	Customer lifetime value (LTV), customer retention indicators
Geographic coverage	Return on investment (ROI)
Industry structure	Breakeven analysis (BEA), net present value (NPV), payback periods

Figure 2.3: Criteria for Choosing Target Markets

Source: Art Weinstein, 2004:137

Permanent market observation is an ongoing task for business development. Since the main task of business development is to continuously improve the company and the respective products and services and to adapt them to constantly changing customer requirements, it must be clear at all times what the market in which the company is located looks like he behaves and how he will develop in the future (Art Weinstein, 2004).

2.4.1.2 Market Segmentation

After a detailed market analysis has been created and the target market has been defined, the next step is to carry out market segmentation. The target market is broken down into subsets with the help of previously defined criteria. Possible criteria for market segments are (Yükselen, 2008:140-141):

i. Gender
ii. Age group
iii. Level of education
iv. Purchasing power
v. Number of employees

vi. Company turnover

vii. Legal form

viii. Branch of industry

ix. Company headquarters

In a next step, it can then be examined exactly which segments are particularly suitable for the product. To do this, the needs of the respective customers in a given segment must be precisely analyzed and compared with the solution offered. If a market segment is examined in which its own product is already being sold, the analysis should determine how high the previous penetration of this segment is and what the exact sales figures are. In addition, all competitors in the market who also serve this segment should be recorded and their respective offers carefully examined in order to develop a sales message in the next step that differs from that of the competition and highlights its own advantages. When segmenting the target market, pay attention to selective criteria. Otherwise, you will end up with segments whose elements (your target customers) are not well defined. This makes it difficult to create a targeted sales message later. Then evaluate which of the segments found are of particular interest to you. An evaluation based on the estimated sales volume, the number of target customers in the segment, the competitive situation or the previous market penetration would be possible. We can carry out a classic ABC analysis for this, in which we sort the individual segments in descending order according to the criteria you have specified. This will give you a good breakdown of the target market. The more precisely you carry out this analysis, the more clearly the individual segments are delimited from one another. Then look for the smallest and most promising number of target segments in which you want to place the product. We may even choose only the segment with the greatest potential. This is an advantage because we can analyze the needs of the target customers in this segment very precisely in order to be able to generate a highly targeted sales message. Avoid the watering can principle, in which the sales message is formulated very unspecifically and is presented to a very large audience. In most cases this is not particularly effective and wastes marketing budget (Art Weinstein, 2004).

2.4.1.3 Market Research

Market research is to take steps towards what will be the company's main field of activity. It is necessary to determine the strategies for the main activities of the company. In other words, it is effective in maintaining the necessary analysis for the activities of competitors in private markets and determining the market shares between the company and the competitors. It specifies the provision of data information for the provision of supply opportunities in the market and the needs of the strategic opportunities within the company (Raphael and Parket, 1991). Thanks to market research, companies will reach the necessary information and provide the opportunity to present their products in the best way, informed and conscious. The company, which conducts market research well, will get the chance to learn the characteristics and expectations of the consumer and will introduce the product to the market in the best way. Market research plays an important role in the emergence, development and even survival of a product (Kotler, 1994).

2.4.2 The Concept of Electronic Marketplace

The e-marketplace is a general term for the market organization of the electronic trading of products or services by a marketplace operator via digital networks. This results in the integration of innovative information and communication technologies to support and process operational, tactical and strategic tasks in the trade and market area. While real marketplaces are characterized by local conditions (e.g. trade fair or weekly market), electronic marketplaces, as virtual platforms, rely on the digital networking of market participants. Each of these participants can electronically “enter” any e-marketplace from any point in the data network (e.g. by clicking on the home computer) without actually having to go to a specific location. This non-real access can take place at any time (7 days a week / 24 hours a day / 365 days a year), since electronic marketplaces represent a permanently available and continuously open facility. Suppliers and buyers no longer meet in person to process a transaction, but instead contact a specific address via digital data channels (Kamel, 2006; Janita and Miranda, 2013).

The term “e-marketplace” is understood to mean “a concrete but non-real place of meeting of providers and buyers who are only connected to one another via networked electronic data lines for the purpose of carrying out economic transactions, whereby this implementation, which is detached from real restrictions, is indirect and with inclusion a superordinate market authority (marketplace operator) is carried out, which actively coordinates the transaction inquiries” (Kaplan and Sawhney, 2000).

The marketplaces provide an instructive and accelerating effect for companies that do not have e-commerce operational experience or are still in the beginning stages, as well as constitute one of the important channels in the omni-channel strategy of many companies. In terms of testing new product groups and new markets, marketplaces play a supportive role in the first market entry strategy for companies. The following operational models are observed when working with marketplaces:

Table 2.1:Business Models with Marketplaces

Supplier Model	**Marketplace Model (Supply chain management is under marketplace control)**	**Marketplace Model (All operations under vendor management)**
The traditional purchasing process runs between the sellers and the Marketplace, and the marketplace carries out all sales transactions to the end user itself.	The marketplace undertakes storage and shipment services.	Sellers carry out all warehouse and shipping operations themselves, the marketplace is positioned only as an intermediary digital player.
Consumer pricing is under the control of the marketplace.	Pricing is usually made by the seller.	Pricing is made by the seller.
There is a commercial relationship with periodic invoicing.	There are marketplace margins and supply chain margins. There is a commercial relationship with periodic invoicing.	There is a marketplace margin over sales. After the digital payments received based on the order through the platform, invoicing is also based on order.
Cancellations and refunds are the responsibility of the marketplace.	Cancellations and refunds are the responsibility of the marketplace.	Cancellations and refunds are the responsibility of the seller.

2.4.3 Electronic Marketing

The basic idea of the electronic marketing platform is therefore to be seen in the fact that the coordination of market-relevant processes between a supplier (company / private person) and a customer (company / private person) via the computer networked with the help of the internet and the associated framework conditions for the electronic exchange of information. Electronic commerce via an e-marketplace differs from real marketplace-oriented trading in two essential factors: The framework conditions for virtual marketplace coordination enable unrestricted trading without physical restrictions. While real marketplaces are subject to local (e.g. participation in a trade fair) and time limits (e.g. weekly market), as they require physical contact between suppliers and buyers, these are geographical and calendar space-time restrictions in electronic commerce cleared. Suppliers and consumers no longer need to enter into direct personal contact; rather, they can exchange digital data via the global communication networks from anywhere and at any time via the e-marketplace platform. Furthermore, due to the electronic information processing, the possibilities of the marketplace operator go far beyond those of a real market provider (e.g. trade fair company). While a real marketplace operator only provides the trading room and thus gives the participants an overview of a specific topic, the e-marketplace operator can actively intervene in the market. They collect offers and requests in his database and assigns them according to a certain coordination mechanism (so-called matching). This active mediation between supply and demand is offered as an entrepreneurial product. It therefore not only offers market participants an overview of a topic, but also actively takes on the concrete mediation of supply and demand and thus offers support for each individual transaction.

2.4.4 E-Commerce Market Selection

In e-commerce, the market should be selected first. This market can be region, place or country. According to the selected market, the right product should be presented to the market. Thanks to the selection in the market, the necessary sales are made on the internet. The chosen place is important. It is necessary to pay attention to all kinds of details in sending the products to the consumer and reaching the product to the consumer.

2.4.5 E-Commerce Market Share

Finding and examining the share of e-commerce in the market is one of the most effective methods for e-commerce to progress and find itself in the market both in the world and in Turkey. In front of the factors in the market share of e-commerce, there is also the status and functioning of the country. It emerges by determining the place of the market in the field of trade and taking part in the benefits it adds.

3. THE IMPACT OF GLOBALIZATION ON E-COMMERCE

3.1.1 Changes in the E-commerce Ecosystem with Globalization

The trends with globalization affect e-commerce based on payment, logistics and regulations. With the changes in these concepts, e-commerce met new technologies. All of these will explain under this chapter.

3.1.1.1 Payment Services

According to the WorldPay Global Payment Report 2018 research, around 140 online payment methods are used. More than half of e-commerce payments on a global scale are made through methods other than credit cards or debit cards. However, it is expected that the usage rates of digital wallets will surpass credit cards and become the most common payment method in e-commerce in the near future. In addition, bank transfer-based payments are also on the rise in some regions, thanks to the practicality they offer for users, repayment advantages and open banking initiatives such as PSD2 (Payment Services Directive). The outstanding evaluations of the past period in the field of payment services can be summarized as follows (Polasik et al., 2020):

i. When considered on a regional basis, credit cards are not used at the same rate in every region of the world. The use of digital wallets in Asia-Pacific and direct banking systems in some Western European countries are examples of this situation.

ii. Especially innovative mobile payment solutions seem to be the most effective tool for the widespread use of digital payments. With the PSD2 payment services directive, which entered into force in the European Union in January 2018, third parties were provided with access to information about bank customers and infrastructure. Thus, an important step was taken for the widespread use of digital payments by paving the way for open banking.

iii. In addition to Europe, it has been prioritized to provide innovative and accelerating solutions to individuals and SMEs and to encourage open banking methods by enabling Fintech companies to have private banking licenses in various countries such as the USA and India. Particularly in developing countries (India, Vietnam, Indonesia, etc.), the inclusion of individuals who do not have financial access to the system through financial inclusion programs will be another accelerating factor in the priority of digital payment methods.

3.1.1.2 Logistics Services

With the spread of e-commerce around the world and the increasing expectations of consumers about product delivery, companies are trying to differentiate themselves and gain competitive advantage, especially in the field of logistics. In today's world where same day delivery is almost a standard expectation for developed markets, the failure to provide this service at a certain level of quality directly affects the preferences of consumers. The solutions implemented by companies to meet customer expectations are aimed at overcoming these new challenges that arise in terms of both operation and profitability. In terms of logistics services, companies apply the following solution approaches to meet customer expectations (Deloitte, 2017):

i. Additional fees or shopping amount limits have begun to be defined in order to cope with the operational costs arising as a result of increasing expectations, and it is observed that some companies focus on new package distribution models.

ii. Especially, the needs of increasing urban logistics dynamics lead companies to implement different strategies for last-mile distribution. Both e-commerce companies and logistics companies are taking initiatives in speed-focused delivery by taking advantage of third-party city-focused transportation services and crowdsourcing-based services such as UberRush.

iii. In order to meet the delivery expectations of customers, companies such as Amazon offer their customers the same day delivery opportunity with their wide distribution networks established near metropolises. In addition, methods such as "smart-locker" that enable customers to receive products from the points they demand have started to be offered widely in Europe.

The need for storage space stands out as another important topic. It is predicted that e-commerce players and distributors will need approximately 17 million m2 of storage space in 2022. It is confirmed by survey studies and customer expectations that new storage areas will be an important investment area in parallel with the growth of e-commerce. For example, Amazon provides this service for its existing 100 million “prime” customers on a total area of 12 million square meters with around 330 warehouses of different sizes (Deloitte, 2017).

3.1.1.3 Regulations

The prominent items in the legal regulations that have affected global e-commerce in the past period and whose effects are expected to continue in the upcoming period are as follows:

i. Local e-commerce players in India have stated that global e-commerce actors have harmed the competitive conditions and influenced the preparation of a draft law in this direction. If the law goes into effect in 2019, some restrictive measures are expected to be imposed on important marketplace players such as Amazon and Flipkart.

ii. 2018 was a year in which important legal regulations in the field of e-commerce were on the agenda for China. Penal sanctions have been imposed on the anti-competitive actions of e-commerce marketplace operators. In addition, there are studies for user comments, which are an important decision point in the purchasing tendencies of consumers in China, to prevent positive comments written to consumers for a fee or fake comments printed by receiving services from agencies.

iii. Russia has introduced new VAT regulations for cross-border e-commerce, requiring foreign e-commerce companies to register tax in Russia, and has made it mandatory to collect additional VAT on the services provided.

iv. The European Commission has created the regulation that enables consumers to benefit from the services offered within the borders of the EU under the same conditions as part of the digital single market strategy.

v. In the USA, a regulation has been introduced for companies to collect taxes on online sales even if they do not have a physical office or store in the relevant state.

vi. In the European Union (EU), the General Data Protection Regulation (GDPR) entered into force on 25.05.2018. The GDPR is a detailed regulation regulating the use of personal data in all European markets. In the 3rd article of the GDPR, which regulates the field of application, it is stated that it will be applied to organizations that are established in EU member states or not established in the EU, but that offer products or services to the EU market or target the EU market. In addition, GDPR will also be applied in case of processing personal data by data controllers who are not established in the EU but are established in a place where EU member country laws are applied in accordance with international law. Therefore, natural or legal persons within the scope of this provision must comply with the GDPR rules while conducting business activities.

3.1.2 E-Commerce Trends with Globalization

Both business models, innovations in technology and the customer experience-oriented e-commerce sector's rapid adaptation of these innovations directly affect the development of the e-commerce ecosystem. The trends that are currently in use in the world, but whose effects are expected to increase in the upcoming period, are mentioned with examples within the scope of some reports. These trends will be discussed in this section.

3.1.2.1 API and Platform Based Business Models

While Application Programming Interfaces (API) have been used for many years in the field of technology to bring together different software components, it has been seen as one of the top priorities of the business world, especially digital business models in recent years. APIs, which are at the basis of the business models of companies such as Amazon, PayPal and Uber, have enabled these companies to create a platform ecosystem and achieve rapid growth. API initiatives, which were initiated by major players of e-commerce such as Ebay, Walmart and Amazon for discovery purposes, as a technology initiative and for discovery purposes, enabling them to share their data with the software ecosystem, are an accelerating factor that enables them to establish digital business partnerships and develop new products, business and revenue models. Transformed (Deloitte, 2019).

According to ProgrammableWeb data, more than 21,000 APIs that are open to use today are at the basis of innovation in many different sectors such as finance, telecom, tourism, real estate and even the public, which also interact with the e-commerce ecosystem.

In this respect, APIs have become the product for many companies. APIs constitute the infrastructure of many PaaS (Service-based platform services) and SaaS (Service-based software services) platform models. After a long break, WhatsApp introduced a model that enables companies to send free messaging for up to 24 hours for the first 24 hours and then respond to customers with a per-message method with “WhatsApp Business"” in 2018. Today, the service used by the leaders of the digital world such as booking.com, Uber and Netflix is preferred by many companies in our country (Deloitte, 2017).

Similarly, “Instagram Checkout” is announced by Instagram this year is one of the best examples of the platform economy. The service that enables users to complete their product purchasing experience without leaving the Instagram screen can be shown as one of the current examples of API-based business partnerships to create new revenue models and new user experiences. Another leading company that establishes partnerships through APIs and focuses on user experience. famous coffee chain is Starbucks. Starbucks has carried its loyalty program completely to online platforms in recent years. Thanks to their partnership with Spotify, which offers online music streaming service, consumers can find the music played in the store on Spotify with a single click through the Starbucks mobile application. In addition, the company offers its customers the opportunity to earn free drinks on their first trips and Starbucks loyalty points on their subsequent journeys, through an agreement with Lyft, the car sharing service (Deloitte, 2019).

It can be said that the development of API-Platform business models in Turkey, especially in e-commerce marketplaces and financial services, is ahead of other areas. APIs for product and order data, which form the basis of data services and integrations offered by marketplaces to vendors, form the basis of the business model. In addition to banks in the field of financial products, the payment services sector, developing with players such as

Iyzico, PayU, BKM, offers innovative products to the market and acts as an accelerator for e-commerce players (Deloitte, 2019).

3.1.2.2 Subscription Based Business Models

Although the subscription system is not a new system or technology, it has gained an important place in consumer habits, especially in digital media consumption in recent years. According to the Deloitte Media and Entertainment Industry Trends report, it is stated that 55% of all households in the USA subscribe to a digital video service and American consumers pay $ 2 billion per month for digital video services. It is estimated that by the end of 2020, more than 50% of consumers in developed countries will have 4 monthly online media subscriptions such as video, music or news (Deloitte, 2017).

According to the research called as “Thinking inside the subscription box: New research on e-commerce consumers” (Deloitte, 2018) 15% of American online consumers are subscribed to at least one online subscription-based service, and the subscription-based e-commerce market has been over 100% for the last 5 years shows growth. With the leadership of global players such as Netflix, Spotify and Amazon, which gained 9.6 million new members in the first quarter of 2019 and reached more than 148 million members, new platforms have been implemented in our country in recent years in the field of digital media services. Leaving its third year behind, BluTV has reached over 4 million subscribers with the figures announced this year and stated that over 3 million hours of content is consumed per month through the platform. Turkcell’s initiative TV +, on the other hand, announced that it reached 3.6 million subscribers as of this year. In global competition, the recently launched Apple service Apple Channels and Disney Plus, which Disney plans to offer to consumers in the coming months, appear as services that will confront market leaders such as Netflix and Amazon (Deloitte, 2020).

Today, in addition to digital media-based subscriptions The subscription model is also becoming widespread in consumer products. The prominent services in this area are consumer product subscription packages (Amazon Subscribe & Save, Dollar Shave Club), meal packages (Blue Apron, Hello Fresh, Sun Basket), cosmetic product packages (BirchBox, Ipsy, and Sephora Play), clothing and style combination packages (Trunk Club, Stitch Fix). In our country, initiatives with the box subscription model approach have become widespread in recent years. The GittiGidiyor Subscription Products service, which has been serving in this field for a few years, Bir Kutu Kitap, which sends packages of selected books monthly to its consumers, AydanAya.com which makes monthly and weekly product shipments with its subscription-based marketplace model, and Meal Box from food subscription services are some of the examples in our country. Some companies that provide services in the field of payment technologies, such as Iyzico, have introduced their services for the infrastructure of subscription-based payments in recent years (Deloitte, 2019).

3.1.2.3 Cognitive Technologies

It is an overarching definition that includes cognitive technologies, machine learning (ML), artificial neural networks, deep learning (DL) robotic process automation (RPA), natural language processing (NLP) and other application areas of artificial intelligence. In fact, these technologies have been directly affecting our daily lives for some time, and have been in the background in the content and products recommended when purchasing products from e-commerce platforms, payment security checks or risk premium calculation in different areas such as insurance, security controls at airports and many other areas (Deloitte, 2019). Development of E-Commerce, Crossing Borders and New Norms 2019 E-Commerce trends and looking to the future In fact, while techniques based on statistical models have been used in many industries for many years, machine learning and deep learning, which is a sub-branch, have made significant progress in recent years and their practical applications in different sectors. has reached the maturity to support. According to the estimates of the research company Gartner, it is expected that communication with customers will be managed by artificial intelligence with a rate of over 80% in 2020. Today, Amazon, Alibaba, Ebay and Rakuten, one of the leading companies in e-commerce, apply big data and cognitive technologies in areas such as detecting fake product reviews, smart assistants, product and content suggestions (McKinsey, 2019).

Today, the following application areas for cognitive technologies in e-commerce are prominent and shows a rapid development:

Digital Marketing

Cognitive technologies and especially artificial intelligence techniques are among the techniques used in the field of marketing together with statistical methods for a long time. However, in recent years, online user behavior can be collected with increasing data volumes and with techniques such as machine learning and deep learning, creating customer micro-segments, retargeting, marketing channel optimization (marketing mix modeling), emotional analysis outputs from user-created content. The success rate in applications such as creation has increased (Deloitte, 2019).

ASOS, one of the leading retailers in the UK, develops customer value estimates based on deep learning models based on customer behaviors (Deloitte, 2019). Marketing performance management, especially in analyzing the direct / indirect effects of multiple channels, which have become the norm today, on the relevant sales It is another area where deep learning techniques are used to generate suggestions. Google's digital marketing tools, which many digital marketing experts use in their daily business process, also use these advanced techniques. Marketing performance management has risen to the top of the agenda of CMOs in our country, especially with the effect of withholding tax on digital advertisements. Investments in this area are expected to increase in the upcoming period (Deloitte, 2019).

3.1.2.4 Sales And Logistics Planning

Techniques that feed sales, such as dynamic pricing, price, discount, and promotion optimization, and supply chain capabilities such as demand forecasting, stock optimization, and warehouse space optimization are among the important usage areas of cognitive technologies. One of the successful examples in the supply chain area is the German retail giant Otto Group's machine learning techniques to estimate the sales of the next 30 days with 90% accuracy, reducing its excess stocks by 20% and reducing warehouse costs (The Economists, 2017). The optimizations created by JD.com, one of China's e-commerce leaders, in the field of product sorting, categorization and packaging in warehouses using intelligent robotic systems are also the reason why JD is shown as a worldwide reference in the field of supply chain. In addition, thanks to JD's big data analytical capabilities, stock supply and demand forecasting, optimizations to increase warehouse - shipment efficiency, 90% of orders across the country can be delivered the same day or the next day. JD also productizes its own technology infrastructure and offers it to other companies as a cloud platform (Gartner, 2019a).

3.1.2.5 Personalization

It is predicted that the profitability of companies that successfully implement personalization in e-commerce will increase by 15% by 2020. Personalization is a technique used not only at the level of targeted content or product display, but also in the creation of personalized products and services. For instance, Netflix prepares a personalized movie summary service for its users by taking into account their viewing history on the platform with the machine learning techniques it has developed (Deloitte, 2019).

In Turkey, big data teams of companies such as Hepsiburada, Trendyol, GittiGidiyor, which have high user traffic, are working on targeting and creating personalized experiences based on customer behavior data. Other leading companies in the retail industry are also developing data analytics-focused competencies within their technology teams, and implementing events such as datathon for innovation more frequently with communities. In addition, the solutions of companies such as Insider and Segmentify, among our local initiatives, are growing significantly both in our country and in foreign markets (Deloitte, 2019).

3.1.2.6 Smart Assistants, Chatbots And Visual Recognition

Computer-based verbal and visual digital interaction techniques, which have been developing rapidly in the recent period, combine with cognitive technologies and enable the spread of new experience elements in the field of e-commerce. Thanks to the maturation of the practical applications of machine learning techniques and the development of natural language processing competencies, chatbots and smart assistants, which had mediocre results in the first periods, are now considered by many brands as important sales tools and productivity assistants (Deloitte, 2019).

The chatbot solution, which meets 95% of all the first customer contacts of Alibaba, the Shopbot solution that responds to Ebay’s finding the product that consumers want, using natural language processing techniques and visual recognition techniques from photographs, or Asos to find the similar clothes of consumers in the catalog. The solution can be given as an example. Although Turkish natural language processing has difficulties, companies such as Cbot.ai, Dahi.ai, Sestek, Jetlink have successful solutions in this field in our country. Visual recognition techniques are also important for brands so that consumers can interpret the messages and emphasis in the content that does not contain brand names but they create through images. According to Forbes' research, 80% of the photos shared on social media that contain a brand logo do not contain a text with the name of the brand. Similarly, according to the research of Branded, it is expected that content search with visual and audio techniques will constitute 50% of total searches in 2020 (Deloitte, 2019).

Finally, according to the Deloitte Tech Trends 2019 report, there will be significant increases in companies' use of cloud-based artificial intelligence services in the upcoming period. Thanks to the economies of scale of leading players such as Amazon, Google and Microsoft, cloud systems and data processing costs are decreasing every year. Therefore, the expectation is that 70% of companies that will use software solutions for artificial intelligence will use this over cloud services, and 65% of companies that will offer such applications will also benefit from cloud services in the background (Deloitte, 2019).

3.1.2.7 Digital Reality

Digital Reality, also included in Deloitte Tech Trends 2019 report; It is presented as a top term that includes technologies such as augmented reality (AR), virtual reality (VR), internet of things (IoT). Techniques such as AR, VR technologies, 360-degree videos, tactile feedback that carry forward interactions through today's interfaces such as keyboards and touch screens, and enable more natural and real experiences, aim to enable customers to experience products in a close to physical experience without going to the store. Although not yet at a sufficient level of maturity, the rapid development of these technologies in the last few years has made practical applications widespread. These applications are more widely used than VR, especially since AR applications do not require additional equipment compared to VR and only need a smartphone for use. The cosmetics sector is a sector that is approached with suspicion by customers in online shopping. Both the problems experienced in the return of the tried product and the installment restrictions imposed in our country create a dilemma in the cosmetics sector in terms of purchasing the product without fully trying it. Sephora's

Virtual Artist application aims to overcome such difficulties by combining AR technology with an effective mobile application experience. Over a year after its launch, the application was examined by 8.5 million people, and more than 200 million product trials were carried out (Gartner, 2019b).

AR / VR technologies provide opportunities not only for customers but also for companies. Situations that are difficult or even impossible to simulate under normal conditions can be created with these technologies. For example, Walmart has started a training application in a virtual store with VR technology to train store employees. Employees in this virtual store can be tested for daily scenarios and complete their training. With the success of this system, training with VR is expected in 200 new Walmart stores in the upcoming period (Deloitte, 2019).

3.1.2.8 Commerce Of Things

With the developing chip technologies and mobile internet infrastructures, besides the tools used in our homes, industrial equipment is becoming more interconnected with global networks and each other. Today, although it has not been fully widespread yet, there are practical examples where these connected equipment can purchase products and services without the need for an interface and human, and this connected device ecosystem is developing rapidly. The trade of objects is the ability of these smart devices to make purchases on behalf of people either on a direct command or based on defined rules or even automatically making decisions according to the conditions in the environment (Gartner, 2019c). For example, Amazon uses tools such as washing machines and printers designed in connection with the “Dash Replenishment” service. It incorporates it into its own digital commerce ecosystem and can automatically receive orders from these tools when the laundry detergent or printer cartridge is about to run out. This actually stands out as an example that demonstrates the effectiveness of trading in objects so that companies can create new approaches in their business models. The first usage examples in the field of in-store technologies can be given as an example of the trade of objects, where Amazon can automatically follow which customer buys what and receive payments in Go stores without a cash register. Similarly, Alibaba's ability to make instant analysis on the consumers and shelves who shop in the store using technologies such as visual face recognition and RFID in Futuremart and Tao Cafe stores, providing stock optimization and being able to receive automatic payments without a cashier are among the current and future examples (Deloitte, 2019).

4. SMEs IN E-COMMERCE

The power of the ecosystems created by digital platforms in the world is increasing day by day. In this context, marketplaces, especially SMEs and traditional retailers, reduce and facilitate the initial barrier for e-commerce with their competencies in areas such as logistics, distribution, digital marketing, content, and joint agreements. Before conducting an interview on this subject, a conceptual framework will be presented in this section.

4.1 The Definition of SMEs

When the literature on SMEs is examined, due to the recovery levels of the states in the world and changes between industries, SME explanations; It can vary from state to state, from industry to industry, from sector to sector, and also for every company of a country (Table 4.1) (Robu, 2013).

Among the many quantitative and qualitative criteria used in the definition of SME; energy use, wages paid, number of employees, used, machine performance and number, equity, raw products consumed, demands demanded, turnover and production, actual operation of the company's boss, degree of independence of ownership and management, limited capital, division of labor and low market expertise share, bargaining power, etc. counted (Robu, 2013). The World Bank defines those employing 1- 50 workers as small enterprises, 51-200 workers as medium-sized enterprises, and enterprises employing more than 200 workers as large enterprises (Zhai et al., 2018).

Table 4.1: Different SME Notions

No.	Aproach categories		
	Criteria	Name	Dominant characteristic
1.	Economy sphere	Generalized	Establish diferent defining criteria of small and medium enterprises for all activity sectors.
		Diferenciate	Using various criteria of delineation of SMEs in taking into consideration the field of activity: transport, telecommunications, trade, etc.
2.	Number of indicators used	Unidimensional	Using in the definition of SMEs a single indicator. The most common indicator is the number of employees.
		Multi-dimensional	Define the size of SMEs based on several indicators. The most commonly used are the number of employees, turnover and capital.

Source: Robu, 2013:84

In Turkey, a similar SME definition has been made with the European Union SME definition in terms of number of workers. However, due to the low turnover and capital of companies in our country, in the new classification made according to the SME Definition Regulation published in 2005, the values for the Annual Net Sales Revenue and Annual Financial Balance Sheet are almost half of the EU Definition (Table 4.2). For example, the Annual Net Sales Revenue, which is required by the EU to be below 2 Million Euros for the definition of Micro Enterprise, is determined below 1 Million TL in the relevant regulation (Döm, 2012).

Table 4.2: EU's Employment Based Distinction

Number of employees

0	Self employed
2-9	Micro business
10-49	Small business
50-249	Medium-size business

Source: OECD et al., 2004:20

4.2 The Importance of E-Commerce for SMEs

Many international giant enterprises fulfill all their logistics needs over the internet. First of all, 11 giant automobile manufacturers, including General Motors, Ford, BMW, Renault and Peugeot, came together and announced that they would make all material purchases from the supplier industry on the e-commerce site they established from now on. Subsequently, major military and civil aircraft manufacturers such as Boeing and Airbus announced that they would make their purchases from suppliers electronically. Finally, giant oil companies such as BP Amaco, Exxon, Shell and ELF stated that they have started to establish the necessary system infrastructures to make all their purchases over the internet. At the heart of all these efforts lies the effort to create an infrastructure that will allow buyers and sellers to reach each other easily and to convey their demands quickly and effectively, thus ensuring that the most suitable product can be purchased at the most affordable price. In this case, SMEs that stay away from the electronic environment will stay out of the supply chains of these enterprises and their survival will become virtually impossible (Ene, 2002:37-38).

The size of the business does not matter in online commerce. However, there is a real time and distance constraint to provide products and services at a reasonable price and just in time. The Internet provides convenience to businesses in overcoming the time and distance restrictions in commercial activities. In the past, large-scale companies have extensively used closed computer networks to conduct e-commerce. However, its high cost has prevented SMEs from using such an EDI-based system. However, the internet has eliminated this problem by making the electronic business and e-commerce process cheap and easy for all businesses (Afshar Jahanshahi et al., 2013).

Ideas about the strategic use of e-commerce are related to the strategic opportunities that the internet will create for companies. The first issue that comes to mind regarding strategic use is that the internet strengthens the relationship between businesses and consumers and removes borders. In this context, its strategic use can be explained within the framework of three factors (Sadowski et al., 2002).

Firstly, communication needs are shaped by forms of communication and are fulfilled through various channels. These; They are formal, informal, technology-based or personal channels. At this point, the strategic use of the Internet is manifested by creating uninterrupted 24-hour communication with business partners, competitors and potential customers. The biggest contribution of e-commerce to the economy shows itself in this parallel (Sadowski et al., 2002).

Secondly, authors talk about intensity of competition. Behaviors of competitors affect competition. Increasing competitive environment has made it mandatory for entrepreneurs to obtain opportunities before their competitors by introducing improved production, communication and investment methods. The strategic use of the Internet, on the other hand, focuses on acquiring and sharing information at this point. However, e-commerce, supported by the internet and information technologies, emerges as a new tool that will create a competitive advantage (Sadowski et al., 2002).

Thirdly, authors mention about effects on economic and social life. The most important strategic use of electronic commerce emerges when its effects on economic and social life are examined. In fact, its impacts in this area also include the opportunities it will provide to SMEs (Sadowski et al., 2002).

4.3 Challenges of E-Commerce on SMEs

Financial problems for SMEs are at the top of the list. SMEs in our country benefit less from loan volume compared to other countries. The share of loans used by SMEs from the banking system in total loans is not very high. SMEs cannot obtain sufficient loans from financial institutions due to high interest rates, heavy collateral conditions, maturity period and insufficient loan amount. Large businesses show business assets as collateral for loans they take, while small businesses often show them as collateral for personal assets. This causes small businesses to avoid financing through credit. This situation creates distrust for people who borrow from borrowers to SMEs who cannot benefit from credit institutions and bank loans (Abor and Biepke, 2007).

The difficulty of finding qualified personnel is one of the problems with human resource management. SME owner managers may require substantial fees and subsidies to supply qualified personnel to their businesses. Another problem with SMEs is the multifaceted recruitment requirement today, where expertise is paramount (Harvie and Charoenrat, 2015).

SME managers, who are also the founders, are generally engineers, technicians or technicians. Although these individuals are very talented and experienced in production; they are not successful in performing their financial and management functions in terms of thinking and evaluating the market. In other words, they cannot achieve their success as a good manager, marketer and financier as a producer (Yoshino et al., 2016).

The order capacity of SMEs for different equipment is less than that of large enterprises. Since these enterprises have more limited opportunities in terms of cost and financial resources of enterprises compared to large enterprises, they should order by considering the constraints when purchasing materials. In this context, lower discounts that negatively affect unit product inputs can be obtained. If these businesses place large volume orders and benefit from discounts, their inventory costs increase, so they remain in the cost trap (Afshar Jahanshahi et al., 2013).

The modern marketing concept accepts that everything starts with the market. Therefore, it is important to focus on the market for the success of SMEs. SMEs are insufficient to define their target markets and determine their marketing strategies. It acts from a personal point of view without making market analysis. Moreover, SMEs may not be successful enough to follow and keep up with rapid changes in consumer preferences, especially as a result of changes in socio-economic conditions (Afshar Jahanshahi et al., 2013).

Developing industrial structures, global competition, changing consumer tastes and habits and similar developments pose many challenges for SMEs. Even if small businesses are considering establishing an R&D department for market, social and organizational reasons, they may not be able to set up a schedule and budget for it. Technological developments have an important place within the scope of R&D related problems. In many countries, SMEs are inadequate in the face of innovation and changing technologies and cannot seize opportunities in this regard. It also takes a lot of time and money to transport goods to many countries. This further increases costs. Therefore, at the beginning of an external marketing project for SMEs, transportation possibilities and costs should be investigated and compared with competitors (Afshar Jahanshahi et al., 2013).

Undoubtedly, the sector most affected by the economic crisis will be SMEs. Although SMEs do not always stand out individually in terms of firm size, a study by the ILO found that 70% of global employment is realized by these firms (ILO, 2021). Similarly, SMEs in our country are of great importance in terms of employment. In Turkey, 90% of employment is provided by SMEs. COVID-19 has created both a supply-side and demand-side shock in the economy. The fact that the phenomenon of social distance is on the agenda and becomes more effective in the COVID-19 epidemic increases the time to stay at home. For this reason, production activities remain at a limited level. On the supply side, both sanitary measures and disruptions in the supply chain have combined, resulting in disruptions in production. Interruptions in the supply of companies producing intermediate goods have also increased costs (Gopinath, 2020).

In this process, while production and investments decrease, there is a contraction in total demand. The demand-side shock caused consumption demand to drop dramatically. Due to unemployment resulting from the cessation of production, disposable income decreases and demand disappears. Considering that savings will also be affected in this process, it is expected that the economic effects of the COVID-19 epidemic may be very large. The contribution of people caught in the COVID-19 epidemic to the economy decreases and more than half of the population withdraws from production and consumption activities due to the measures taken. This situation both disrupts the supply section and creates a significant contraction in demand. This contraction is observed in foreign trade data as of March. On the other hand, enterprises in basic sectors such as automotive, metal goods and textiles have suspended production or have reduced their capacities to the minimum (TÜRMOB, 2020). In the financial sector, on the other hand, there is a decrease in the environment of trust, deterioration in payment flows and an increase in the cash preferences of companies. Although there are monetary policies implemented by the states to avoid liquidity problems, especially SMEs' access to credit channels makes them more susceptible to the crisis (OECD, 2021).

In the crisis that emerged as a result of the COVID-19 epidemic, the shrinkage of the country's economies will affect the sectors in some way. As a result of the fact that the crisis in the epidemic harbors the risk of death and the most important method to prevent its spread is social distance, a large part of the population has withdrawn from production and consumption, and some sectors have become advantageous and some sectors disadvantaged in the first period of the crisis (TÜRMOB, 2020).

4.4 The Benefits of E-Commerce to SMEs

E-commerce is an effective information and time management tool for SMEs. Conducting national and international commercial transactions in electronic environment ensures effective management of information and time. Therefore, the time between the ordering of the product and its delivery is minimized, and the costs arising from time and inventory costs are reduced. E-commerce does not express the same expectations for all SMEs. The vast majority of SMEs miss strategic opportunities while implementing a “wait and see” policy. In this context, in order not to miss new opportunities, SMEs should not only consider the internet as a new distribution channel on the way to e-commerce, but should consider it as a tool that will provide an organizational structure that is integrated with the world and open to innovations, and that can provide a long-term strategic competitive advantage (Sengupta et al., 2005).

Small and medium-sized structures of SMEs enable these companies to enter and exit foreign markets more easily than large-scale companies. This scale also ensures a more effective flow of information and communication within the company. In addition, innovation is another characteristic feature of SMEs. This feature provides SMEs with the ability to continuously improve their products and business processes. In addition, since SMEs do not have a cumbersome organizational structure, they can accept new technologies more quickly.

In order for SMEs to be successful in exporting their products to foreign markets with electronic commerce tools; In addition to knowing how to use electronic commerce effectively, they also need to be innovative and flexible in the ever-changing environment (Stockdale and Standing, 2004)

One of the most important benefits of e-commerce is the effect of reducing production costs. E-commerce causes cost reductions by creating changes in the cost structure of the firm. First of all, due to the convenience provided in the receipt and processing of orders, the costs of sales transactions are reduced, and the cost advantage provided by choosing the most affordable one due to the possibility of reaching a wide variety of suppliers in different countries at the same time changes the cost structure of the company in a positive way. One of the most important issues here is the savings in stock costs. The acceleration of orders and their fulfillment causes an extraordinary decrease in the amount of stock. Reducing inventory costs saves businesses from a huge burden, especially in times of crisis, and enables the resources transferred to stocks to be shifted to more productive areas in businesses. Before the Internet, long telephone conversations with both consumers and suppliers, sending and receiving faxes increased the expenditures of companies. The Internet dramatically reduces research costs and makes routine work more efficient. This creates a great opportunity for SMEs, which have fewer financing resources than large enterprises (Afshar Jahanshahi et al., 2011).

The reduction of costs, less barriers to market entry, easier access to information for both the consumer and the producer, the consumer's becoming more conscious and the changes in consumer habits have led to an intensification of competition. This situation forces companies to restructure and review their market strategies. In addition, thanks to the internet, small and medium-sized enterprises and large enterprises have equal conditions in terms of entry to the market, making competition more brutal. This point is already the most important feature that distinguishes the internet from other technological innovations. The fact that all economic actors adapt to the transformation created by the internet and information technology, the development of new technologies and the cheapening of technology, increase the chances of everyone having a say in the world market (Afshar Jahanshahi et al., 2013).

E-commerce plays an important role in reducing costs and increasing productivity through business-to-business commerce. For example, cash register, stock control etc. A business that uses a barcode reader in its operations and carries out its transactions electronically can track the products in its inventory, monitor the sales trend, and send customer orders simultaneously via a computer. Sales stores can automatically send their new orders to the manufacturing company over the computer network. The manufacturer, which receives the order form via a computer, automatically sends the said information to the sales, production, distribution and accounting departments. As the personnel requirement for many activities will be minimized as a result of the operations performed by the computers automatically, significant savings in personnel expenses will be achieved. It is predicted that the problems that arise in inter-company orders will also decrease due to the sensitive processing of computers. With computer-aided meticulous and timely orders, the space needed for the warehouse is also reduced. In addition, by monitoring the trends in purchased goods, it can be easily provided in the selection and ordering of new products that may be of interest to the consumer (Watson et al., 2008).

Electronic commerce, and especially the Internet, is changing the way companies do business. The effects of e-commerce on management can be listed as follows (Afshar Jahanshahi et al., 2013):

i. Electronicization: With the keeping of information in electronic environment, anyone can access the information they need from anywhere at any time, without the need for anyone else. Price lists, order forms, promotional films, etc. materials can be accessed from the company's service computer via the intranet.

ii. Mobility: Internet technology offers people access to information regardless of their location. The fact that its employees, who travel to support their customers, can access the information they need at any time and from any place, increases the performance of the company in meeting the needs of its customers.

iii. Quickness: Businessmen can access up-to-date information at any time of the day or night. By accessing the website of his business partner or company, he can easily access the latest price list, production figures and date of departure of the goods.

iv. Working Groups: The Internet also provides an infrastructure for data sharing and collaboration between employees. Companies, newsgroups, talk rooms, etc. It can create working groups by bringing together its employees in different geographical locations, and evaluate the suggestions of its customers.

Virtual marketing has several advantages for SMEs (Afshar Jahanshahi et al., 2013):

i. Effective and Fast Customer Demand Management: Shopping in the virtual environment enables a database to be created regarding which customer demands which goods. In this context, businesses can get the chance to direct customer demands or sales departments.

ii. Interactive Electronic Marketing: Businesses can make sales in mutual interaction with customers in virtual stores that they will prepare interactively using audio and video elements.

iii. Interactive Supply Chain Management: It is an advantage for businesses to decide where, how much and when to provide products or services, and to provide interaction between buyers and sellers in electronic environment.

iv. Interactive Inventory Management: Another aspect of the supply management of businesses is inventory management. Therefore, the interactive management of which product to keep in stock, how much and for what period of time can also be carried out in electronic environment.

v. E-Payment Opportunity: Paying the fee in electronic environment and completing the shopping in electronic environment is considered as an advantage for businesses in terms of saving in logistics infrastructure.

vi. Efficiency in Banking and Insurance Services: Reaching results quickly in such services, completing the shopping quickly not only saves time for the parties, but also increases the efficiency of the service.

vii. Virtual Survey and Public Opinion: It is also possible to conduct a quick and effective survey with the people who shop electronically, to direct the service and to create a public opinion within the desired scope.

5. INTERVIEW ANALYSIS

5.1 Methodology

This research is carried out with qualitative research methods due to its main purpose. Qualitative research is the research in which qualitative data collection methods such as interview, observation and document analysis are used and events and phenomena are examined in a holistic and realistic way in their natural environment. In qualitative research, the research problem is handled from a holistic perspective and analyzed with an interpretative approach. The facts or events that are the subject of the research are handled in their own context, and the meanings that people ascribe to the events and facts are interpreted (Altunışık et al., 2010).

As a data collection tool in the research, an interview form developed by the researcher by making use of the relevant literature was used to support the solution of the research problem. The data collection process was carried out on a voluntary basis and within the framework of scientific ethical rules, by making an appointment with SME managers. The interviews lasted an average of 20 minutes. During the interview process, the main purpose of the study was explained to the participants and it was stated that their identity information would be kept confidential and that they could end the interview if they wanted to. The data obtained at the end of the interview were analyzed through descriptive analysis. In descriptive analyses, people's opinions were evaluated. In descriptive analysis, researchers often use direct quotations to reflect the views of the participants they interviewed or observed (Özdemir, 2010).

5.2 Research Design

The interview questions were formed within the framework of the purpose and methodology of the study. As these interview questions are asked directly to managers in SMEs, the questions are on the concepts of globalization, e-commerce and logistics.

First of all, it was questioned what globalization means for an SME manager. In this context, the first research question will be

RQ1: What is the meaning of globalization on SMEs?

Then, the reflection of globalization in e-commerce was tried to be determined. However, first of all, the development of e-commerce in SMEs was emphasized. The research questions created within this framework are as follows:

RQ2: How is e-commerce located and evolving in an SME?

RQ3: How does globalization affect the e-commerce process in SME?

RQ4: How does process management work?

The predictable results of globalization can also give an idea about the future of that concept. The next research question at this point is:

RQ5: What is the future of e-commerce and what are the plans of SMEs for this future?

Logistics, the last concept of the study, was also included in the research questions. In this context, first of all, the place of logistics in e-commerce should be determined for an SME, and then it should be determined how globalization affects logistics activities. How the process management is in these bilateral relations is one of the focal points of the study. Therefore, the final research question of the study is as follows:

RQ6: How SMEs manage the integration of logistics, e-commerce and globalization?

5.3 Findings

The interview questions prepared within the framework of the research questions created within the framework of this study made it easier to reach the findings. In this context, each research question will be discussed in a separate title.

5.3.1 General View About Globalization on SMEs

Within the framework of the first research question, “What does globalization mean to you, can you talk about it?" question was posed. The answers of the participants are listed below:

- *It is the convergence of the people of the world in economic, political, communication and social aspects and their progress towards becoming a whole (Interviewee 1).*
- *Globalization is the development and change of the commercial relations, goods and services of the countries in the world economies in general (Interviewee 2).*
- *With globalization, it is the comfortable functioning of capital and labor in the world today. In this respect, globalization has also been a topic that economists have discussed among themselves (Interviewee 3).*
- *Globalization is a process of international integration resulting from the exchange of products, ideas, cultures and worldviews (Interviewee 4)*
- *It means innovation, R&D and technology (Interviewee 5).*

The answers received from the participants are complementary to each other. The general view is that globalization is social, commercial, cultural, political, etc. It brings every field closer to development. Figure 5.1 summarizes what globalization means in line with the answers received from the participants.

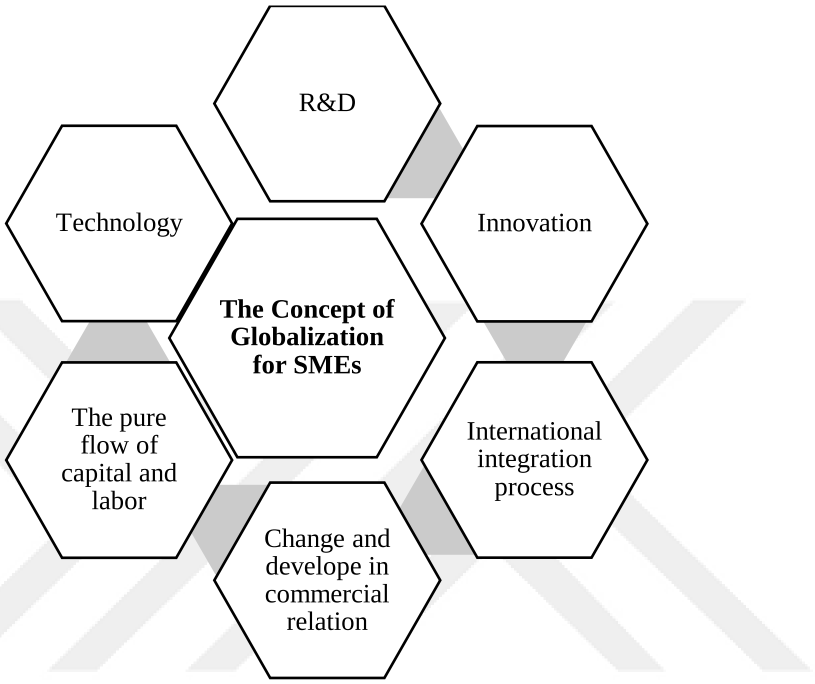

Figure 5.1: The Concept of Globalization for SMEs

5.3.2 E-Commerce with Globalization in SMEs

Within the framework of the first research question of the study called as "How is e-commerce located and evolving in an SME?", the question of "Can you talk about the development and reflection of e-commerce within the company?" question was posed. The answers given by the participants are as follows:

- *It allowed the transition from traditional processes to more technological processes (Interviewee 1).*

- *New communication technologies began to be used. We are available 24 hours a day (Interviewee 2).*
- *Our procurement process has become more manageable. In this way, our stocking costs have decreased. With standardization, it has become easier to speed up transactions and to process information correctly (Interviewee 3).*
- *We identify customer needs more quickly. We can reach more customers (Interviewee 4).*
- *We can reach new markets. We are able to respond more quickly to market / customer demands (Interviewee 5).*

In line with the answers received, e-commerce SMEs were provided with benefits in many areas. Interviewee 1, who said that a more technological process replaced the traditional process in general, gave the answer to the research question of the study directly. Other participants expressed the reflections of e-commerce in different details. These answers are visualized as follows:

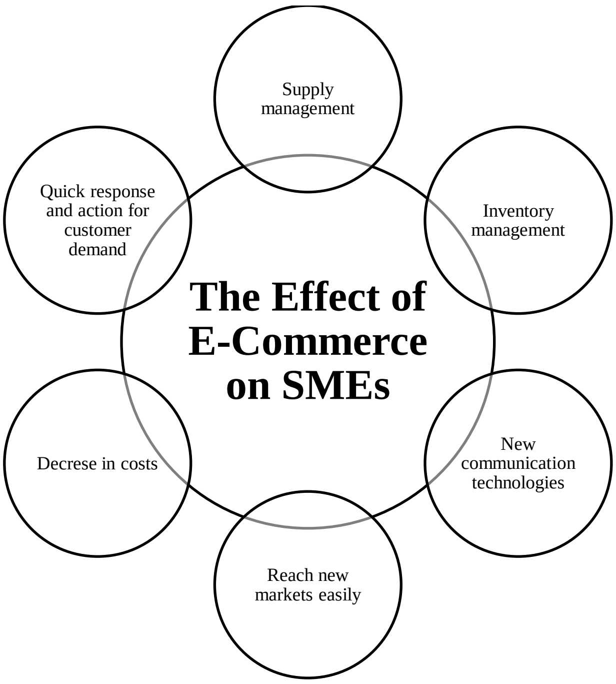

Figure 5.2: The Effect of E-Commerce on SMEs

The research question called “How does globalization affect the e-commerce process in SME?” is also analyzed to know connection globalization and e-commerce in SMEs. Therefore the interview question called “Can you talk about how globalization affects your e-commerce process?” asked to participants. The answers as follows:

- *We are discovering new communication channels. We follow social media. We are trying to increase our internet sales by collaborating with micro-scale influencers (Interviewee 1).*
- *Especially when there was great interest in e-commerce with the pandemic, we also reduced our existing physical stores. We turned to alternatives where we can reach customers in every region from a single platform. We all have a virtual store on the shopping platforms we know (Interviewee 2).*
- *We almost never use traditional media. We spend the budget we allocate for advertising on the cooperation of shopping platforms under the name of social media marketing (Interviewee 3).*
- *We understand better what the customer wants or does not want with the comments on the shopping site. This improves our customer relations. Also, since other customers read these reviews, the ad is passed on by word of mouth to other customers (Interviewee 4).*
- *With globalization, e-commerce has become more widespread. But the market has also become more complex. This means that we spend more effort to follow what is happening than a large-scale company (Interviewee 5).*

The answers of the participants are that globalization is more effective in reaching customers. In this sense, Interviewee 1 drew attention to social media marketing and influencer marketing, which are one of the new marketing methods. Interviewee 3 also touched on a similar issue. In fact, Interviewee indirectly talks about word of mouth marketing (WOM) being in electronic environment. In addition to all these positive reflections, Interviewee 5 thinks that globalization has made the e-commerce market more complex for SMEs. This will be detailed in the next questions. however, in order to summarize this section in general terms, the effect of globalization on e-commerce for SMEs is visualized in the figure below.

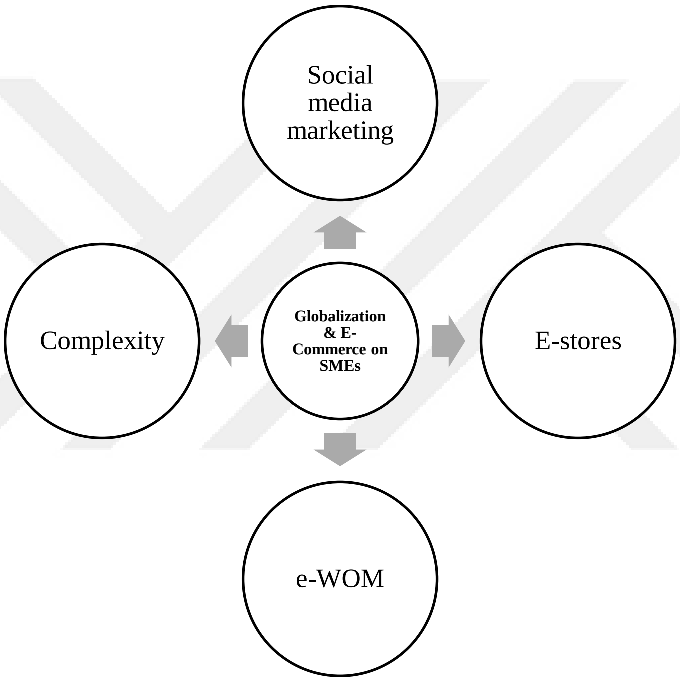

Figure 5.3: The Impact of Globalization on E-Commerce for SMEs

The next research question for this section is “How does process management work?”. For this research question, two interview questions were asked to the participants. The first of these questions concerns how SMEs adapt innovations in e-commerce. The other was asked to learn about the difficulties experienced in this process and solution suggestions. Responses of the participants were consulted to schematically express how an SME is adapted to innovations in e-commerce. These answers are as follows.

- *Implementation of innovations actually comes down to understanding how other companies are doing. Sometimes we take an example from an SME, sometimes we try to adapt an innovation made by a large-scale company (Interviewee 1).*
- *Not every innovation can be adapted immediately. First of all, we need to know how much we need this innovation and what it will add to us. After all, we are a small-scale company. We do risk management (Interviewee 2).*
- *We usually adapt by adaptation. However, we take this step knowing our profit and risk (Interviewee 3).*
- *E-commerce adds something new to itself every day. It is often costly to organize our own website in line with these innovations. That's why we use platforms with established infrastructure. We get their training (Interviewee 4).*
- *Since we are a small company, we do not have very long planning processes. It is necessary to take quick action so that something new does not become obsolete. Therefore, perhaps we are advantageous compared to large companies. We can talk to each unit's team leaders and company owner in a morning meeting and get it sorted (Interviewee 5).*

The answers of the participants fit with each other. Being a small company requires risk planning as it may present some difficulties for SMEs in adapting the innovation. In addition, being a small company accelerates their action against innovation. In line with the answers of the participants, we can visualize what kind of process an SME follows while adapting innovations in e-commerce with the diagram below.

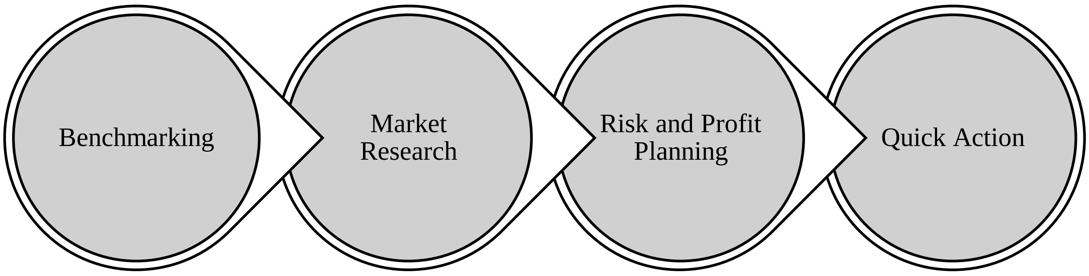

Figure 5.4: The Process of an SME to Adapt News in E-Commerce

Each element of the diagram extracted in the figure above may have different challenges and solutions for SMEs. In the question posed to understand this, the participants gave the following answers.

- *The biggest problem is the budget. If innovations in e-commerce are of interest to our R&D, we can get loans. However, for a working capital expense, unfortunately, we look at the decision of the owner of the company (Interviewee 1).*
- *Time and funding are two major challenges. If we can't make the right financing at the right time in order to catch the innovation, this innovation does not create any profit for us (Interviewee 2).*
- *Most of the time, we do not have an innovative team that can differentiate innovation. We offer what our other competitors offer. I think this is the biggest challenge we face: not being able to differentiate (Interviewee 3).*

- *As with any business, the budget is of course. We can foresee the profit in the market, but we have to take risks to get a share of this profit. We are not large enough to take that risk (Interviewee 4).*
- *Our problem is that we cannot foresee innovation. I wish we could realize a plan before the innovation comes and create a budget planning accordingly at the beginning of the year (Interviewee 5).*

The common view of the managers in SMEs is the budget problem. The difficulty of a small-scale company in accessing resources comes to the fore here.

5.3.3 The Plans of SMEs for The Future of E-Commerce

The findings in this part of the study address the fifth research question (RQ5). First of all, in order to get a general view from the participants about the future of e-commerce, "What kind of future awaits e-commerce?" question was posed. The answers to this question are listed below:

- *A more personalized service concept is coming. I can say that the days when we can produce solutions specific to each customer rather than each type of customer are close (Interviewee 1).*
- *There may be customer profiles that we are not even aware of. We can talk about different profiles instead of customer patterns (gender, size, traditional, modern) that we profile as standard (Interviewee 2).*
- *There will be no physical stores very soon. E-commerce is now used even in the shopping of vegetables and fruits (Interviewee 3).*
- *I can say that a future in which service quality will increase is waiting. E-commerce puts the customer and seller relationship on such a transparent*

basis that the seller has all kinds of information to understand and satisfy the customer. Moreover, the company does not want to take this risk, as the answer of the customer when he does not get a good service can cause the company to lose a lot (Interviewee 4).

- *The future has a destructive side to the traditional shopping method. Also, everything is in the hands of the customer. This puts a lot of pressure on companies. Even a single bad review on the internet can affect the company's good sales in an instant (Interviewee 5).*

The predictions of the participants about the future of e-commerce are generally constructive. Only Interviewee 5 talked about some disruptive aspects of the future. In general, we can talk about a future where the customer comes to the fore but the company can understand the demand better. To make the inferences more visible, the answers of the participants are visualized as follows.

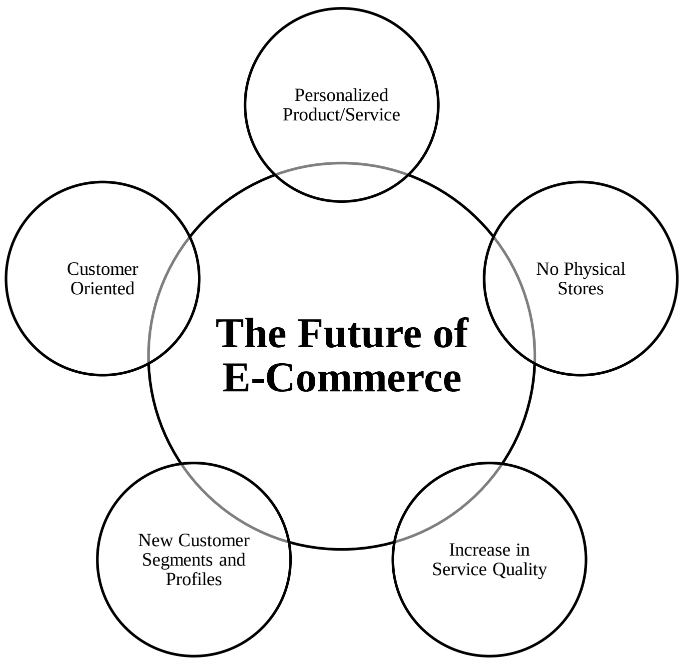

Figure 5.5: The Future of E-Commerce

Another interview question posed to the participants for the fifth research question of the study is “When you think about the future of e-commerce, what are the actions that companies should take now?”. The answers received in this context will enable us to know what SMEs are doing for the future of e-commerce. Below are the answers that will enable us to make these implications:

- *Elimination of coordination deficiencies between the sector and administrative structure, development of technical infrastructure (Interviewee 1).*
- *Increasing communication channels, eliminating technical inadequacies (Interviewee 2).*
- *Increasing digital literacy and raising conscious consumers (Interviewee 3).*
- *Improvement of technical infrastructures in all processes up to the output and delivery of the product (Interviewee 4).*
- *Creation of a young and innovative staff (Interviewee 5).*

The common view of the participants is the elimination of technical deficiencies. As stated in the literature, technical inadequacies prevent the customer from doing e-commerce or cause them not to prefer that company. Such technical inadequacies can create distrust about the company. Besides, the answer given by Interviewee 3 may not be the kind of action that an SME can take. For this action, it is necessary to have the appropriate team. In this context, the answer given by Interviewee 5 also serves this purpose. A young and dynamic team in SMEs is able to take many actions early on to the company regarding the future of e-commerce.

5.3.4 The Integration of Logistics, E-Commerce and Globalization on SMEs

Within the framework of the last research question of the study, how these three concepts work together in SMEs will be questioned. In this context, first of all, the last concept will be clarified. With the question of 1How do you manage innovations in the field of logistics, how do you ensure adaptation?", it was aimed to learn the perspectives on this concept. The answers are visualized as follows:

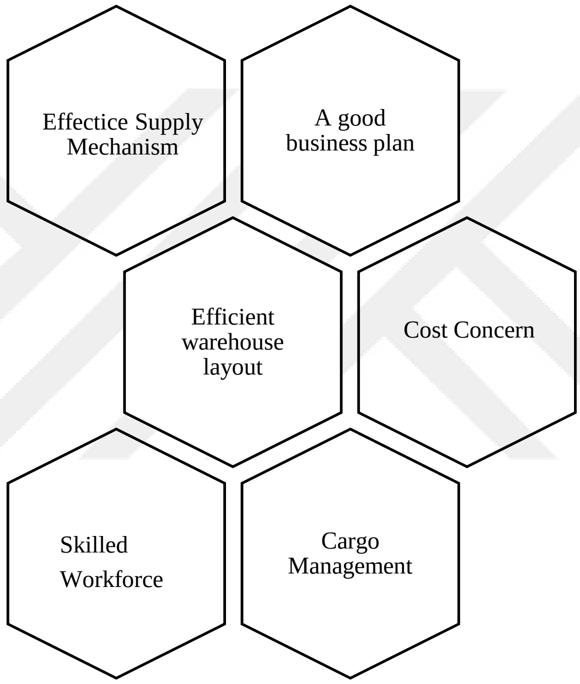

Figure 5.6: The Key Concept for Adaptation of News in Logistics

The next interview question that will question the relationship between logistics activities and e-commerce was asked: "Could you please talk about the place and importance of logistics activities in your e-commerce process?". The answers to this question are listed below:

- *E-commerce is a highly competitive field. One of the aspects that we can stand out from our competitors is logistics. No matter how high quality the* *product is, if it reaches the customer late or damaged, this causes them not to shop from us again (Interviewee 1).*

- *Logistics is an activity that is in the whole process of e-commerce from the beginning to the end. It's actually a complete value chain. Our logistics internal processes must work very well in order to maintain the balance between our supplier and our customer (Interviewee 2).*
- *Logistics is much more than a transportation process in e-commerce. Most of the time, we do not work with a single company. That's why we need to manage all of them, as well as the internal process we experience with each of them (Interviewee 3).*
- *Logistics is O9ne of the things that e-commerce makes e-commerce. If the person does not receive the product he buys as he wants, he does not prefer e-commerce. The point where the store and e-commerce differ is logistics. Because the same product as in the store, it is preferred because it reaches the customer quickly and without damage (Interviewee 4).*
- *On the customer side, it really has the power to change our service quality in an instant. But on the supplier side, the situation is no different. If you are doing e-commerce business, you should balance the logistics of these two parties very well (Interviewee 5).*

When we look at the answers of the participants, we can understand how important logistics is in an e-commerce process. The reason for this is that most of the aspects that make e-commerce preferable are related to logistics. The customer wants to receive the product quickly and undamaged, and this is done with a good logistics process. However, another point that the participants draw attention to is the balance in logistics internal processes. Considering that e-commerce is a wide period from supplier to end user, each element is connected to each other by logistics. A malfunction in a logistics network can affect the entire e-commerce process.

After examining the place and importance of logistics in the e-commerce process with the answers received from the participants, this time the relationship between globalization and logistics activities is mentioned. In this context, the participants were asked to talk about the change that globalization has created in logistics activities. The changes that have occurred are:

- *Increasing and developing resources. Only vehicles, facilities, etc. The most important resource is qualified human resources (Interviewee 1).*
- *Mechanization and automation to minimize human error (Interviewee 2).*
- *Working with third party logistics companies instead of working with many logistics companies separately (Interviewee 3).*
- *I can say the effective and efficient use of resources. Because there is a very intense e-commerce process and increasing resources in logistics reflects a cost to the company. For this reason, I can say that by foreseeing globalization, investing resources and using it efficiently (Interviewee 4).*
- *We needed a system that could establish this balance. We tried to establish a multi-purpose and more flexible logistics network that could reflect every innovation in logistics (Interviewee 5).*

Participants generally focused on the “source”. Because every innovation brought by globalization requires the change or development of these resources. In line with the answers received, the reflection of globalization in SMEs on the logistics sector is visualized as follows:

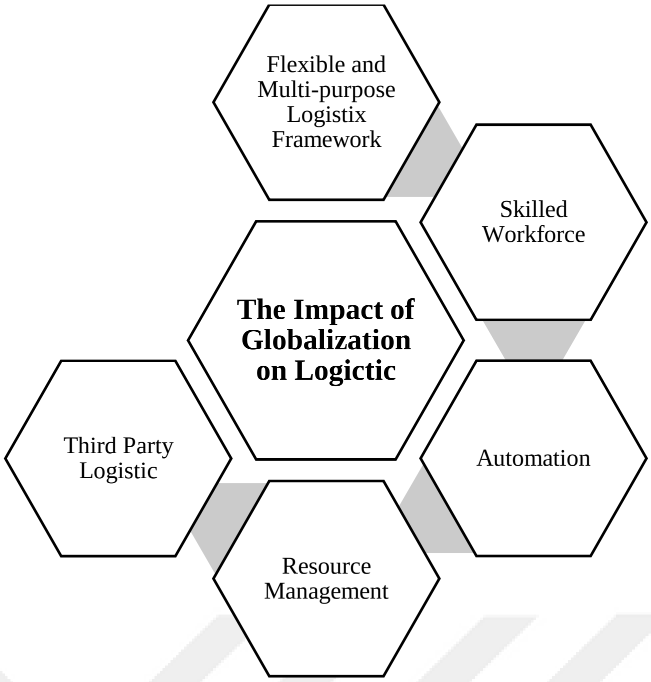

Figure 5.7: The Impact of Globalization on Logistics for SMEs

After these two interview questions, the participants were asked to talk about process management. The answers are as follows:

- *There is no procedural process that we follow, because we are small scale. But we don't try to adapt every innovation or trend. In this sense, our process management is risk and profit optimization (Interviewee 1).*
- *We set out by considering more of last year's demand. We are developing the logistics network with this in mind. We know that globalization will bring the customer closer to e-commerce (Interviewee 2).*
- *In this process, we determine the elements that will create value. This is to establish a logistics network where we generally provide the fastest service at the lowest cost. As a resource, we develop the regions where we receive the most orders (Interviewee 3).*

- *We are building a supplier network that we can trust. This is one of the most important points in this business. Because globalization creates an explosion on the demand side. We are trying to establish a supply network that will respond to this increase in demand under all conditions (Interviewee 4).*
- *Working with more than one supplier and more than one logistics company is what we understand from process management (Interviewee 5).*

Small-scale companies are companies that have their own roadmaps, unlike large-scale companies. Because the dynamics and rules of each are different. In this context, process managements are also different from each other. It is Interviewee 1's answer that best sums it up. However, the same participant talked about risk and profit planning in a similar way to the previous sections. It is Interviewee 3 that expresses this answer in a different discourse. However, unlike Interviewee 1, it also offered a solution. He said that he adopted the model more, which could reduce the cost and increase turnover. Since fast supply and fast shipping are very critical, Interviewee 4 also stated that they mostly focus on the supply side in this context. Interviewee 5 is the one that embraces diversity in the process. As mentioned in the literature section, if this diversity is not managed well, it can be a very risky choice. As a result, more than one process management is preferred in order to establish this triple integration in SMEs. The figure below is used to make them visible.

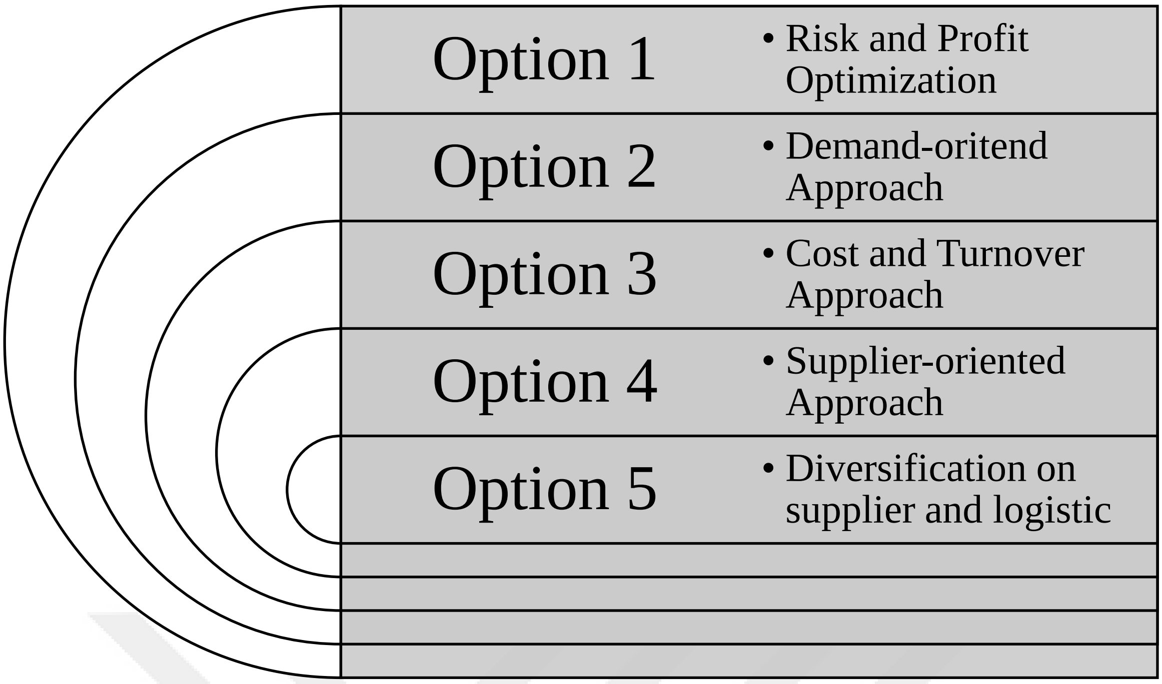

Figure 5.8: Different Process Management Options of SMEs For Integration

CONCLUSION

SMEs are aware of the importance of competition in today's world and they are trying to find out how to gain a competitive advantage. The most obvious of these efforts is experienced in e-commerce. However, with the effect of globalization, e-commerce has taken on a complex and difficult to predict even for large-scale companies. Especially with the developments in the logistics sector, the products that can be accessed in a very short time make this competition even more challenging. The aim of this study is to determine how e-commerce and logistics activities are affected by globalization and how they can have a share through SMEs.

In order to get detailed opinions within the scope of the purpose of the study, interviews were conducted with the relevant managers of five different SMEs. Interview questions were created in detail within the framework of the research questions of the study. The answers of the managers were examined by the interview analysis technique and inferences were made.

First, inferences were made about what globalization means for SMEs. Industrial restructuring is characterized by increased specialization of firms and comprehensive outsourcing strategies. Although specialization and the pursuit of niche markets is a vital follow-up for SMEs, the increasing competitive environment has pushed all companies to restructure organizationally, regardless of their scale. However, global production disruption, global foreign supply and global production, as well as increased investment by multinational companies, advances in information and communications innovations offer many opportunities for small industries with the opportunity to globalize their work. The globalization of production offers small businesses the opportunity to enter new markets for constantly newly produced products and services by joining the global production and supply chain. This applies to the manufacturing industry and the service industry. Small businesses focusing on multi-purpose technologies such as automotive, precision instruments and scientific instruments in the manufacturing industry have strengthened their market position by developing a new role for themselves while becoming a specialized supplier in the global production system. Improvements in information technologies also allow small businesses to form global strategic alliances and collaborations. Some medium and small multinational companies are known to partner with small and medium-sized enterprises to achieve their goals such as technology development, more economical R&D, faster production of new products and entry into new emerging markets. Compared to large enterprises, small enterprises can more easily adapt to changing production conditions and consumer preferences in global markets by producing or diversifying their production. Integration of SMEs with the international production chain by establishing links with large firms and foreign partners and adding value at various stages of the chain offers SMEs the opportunity to benefit from the potential benefits of global trade. In contrast, trade liberalization has increased the ability of well-established foreign manufacturers and retailers to enter remote and underdeveloped markets, making it increasingly difficult for SMEs in developing countries to survive or at least maintain their positions in the region and global markets.

In the second part of the analysis, the relationship between e-commerce and globalization for SMEs is examined. In the process of globalization, the gradual melting of geographical borders has made it compulsory for businesses to do business on an international scale. SMEs, who do not have international market experience and whose brands are not known, experience the biggest problem in this regard. Internet reduces marketing, interaction and transaction costs, which have an important place in total costs for SMEs. Strengthening customer relationships, accessing new markets, optimizing business transactions and processes, cost reductions, improving business knowledge, attracting investments, creating new products and services. The Internet has also strengthened SMEs' inherent competitive advantage in speed and flexibility, facilitates them to exploit a range of new market segments, and has made it possible for SMEs to adapt their marketing approaches and better gather market information about customers, suppliers and competitors. Globalization has also been a driving force in the effectiveness of SMEs in e-commerce.

In the last part of the study, the effectiveness of these three concepts in SMEs and process management are emphasized. This part is also the point where this study differs from the studies in the literature. While SMEs should be managed effectively so that they do not reduce their market share in the sector, each firm approaches this integration within the framework of its own dynamics and resources. The process management principle of the five different participants included in the research is capable of forming issues that future studies can examine.

REFERENCES

Abor, J., and Biepke, N. (2007). Corporate Governance, Ownership Structure and Performance of SMEs in Ghana. Implications for Financing Opportunities. International Journal of Business in Society. 7(3), 288-300.

Afshar Jahanshahi, A., Khaksar, S.M.S., Jamali, P.M. and Bairagi, K.P. (2011). The application of electronic commerce among small and medium enterprises, Business Processes View International Journal of Business and Social Science,142-148.

Afshar Jahanshahi, A., X. Zhang, S., & Brem, A. (2013). E-commerce for SMEs: empirical insights from three countries. Journal of Small Business and Enterprise Development, 20(4), 849–865.

Altunışık, R., Coşkun, R., Bayraktaroğlu, S., & Yıldırım, E. (2010). Sosyal Bilimlerde Araştırma Yöntemleri SPSS Uygulamalı (6. Baskı). Sakarya: Sakarya Yayıncılık,.

Alves, B.B., De Olivere, P.F., & Fioravanti, G. (2017). E-commerce is booming. What's in it for urban transport?, World Bank Blog.

Art Weinstein, (2004). Handbook of Market Segmentation : Strategic Targeting for Business and Technology Firms, Third Edition: Vol. 3rd ed. Routledge.

Deloitte, (2017). Disruptions in Retail through Digital Transformation Reimagining the Store of the Future November 2017.

Deloitte, (2017). Global mobile consumer trends, 2nd edition Mobile continues its global reach into all aspects of consumers' lives.

Deloitte, (2017). Technology, Media and telecommunications Predictions for 2018.

Deloitte, (2018). Digital media: the subscription prescription. The Creative Studio at Deloitte, London. J1428.

Deloitte, (2018). Holiday Survey of Consumers Shopping cheer resounds this year.

Deloitte, (2018). Postnord E-Commerce in Europe 2018.

Deloitte, (2019). Tech Trends 2019: Beyond the digital frontier.

Deloitte, (2020).2021 outlook for the US telecommunications, media, and entertainment industry, Deloitte Center of Technology, Media & Telecommunications.

Disney, S.M., Naim, M.M., Potter, A., (2004). Assessing the impact of e-business on supply chaindynamics. International Journal of ProductionEconomics 89(2), 109-118.

Doll, A., Friebel, D., Rückriegel, M., & Schwarzmüller, C. (2014). Global Logistics Markets. Barclays (Hg.), Roland Berger (Hg.).

Döm, S. (2012). Girişimcilik ve Küçük İşletme Yöneticiliği, Detay Yayıncılık, Ankara, 73-74-76, 209.

Dreher, A. (2006). Does Globalization Aff ect Growth? Evidence from a New Index of Globalization. Applied Economics 38(10): 1091–1110.

Dreher, A., Gaston, N., Martens, P. (2008). Measuring Globalization – Gauging its Consequence. Springer Verlag, New York/USA, 2008.

Ene, S. (2002). Elektronik Ticarette Tüketicinin Korunması ve Bir Uygulama, Đstanbul: Pusula Yayınları.

Fedder, C., Upadhyaya, J., & Joshi, S. (2018). Millennials and beyond Brand growth through a cross-generational approach to consumer profiling, Deloiite Insights.

Gartner, (2019a). https://www.gartner.com/document/code/360889?ref=grbody&refval=3896892.

Gartner, (2019b). https://www.gartner.com/document/3881074?ref=solrAll&refval=222755443&qid=eadfa3af00aceb4d16af36c.

Gartner, (2019c). https://www.gartner.com/document/3382517?ref=solrAll&refval=222755443&qid=eadfa3af00aceb4d16af36c.

Gopinath, G. (2020). Limiting the Economic Fallout of the Coronavirus with Large Targeted Policies.

Gregoy, J. (2015). The Internet of Things: Revolutionizing the Retail Industry, Acquity Group, an Accenture company.

Habermas, J. (2000). İletişimsel Eylem Kuramı (Çev: Tüzmen, M). İstanbul: Kabalcı Yayınları.

Harvie, C. and Charoenrat, T. (2015). SMEs and the Rise of Global Value Chains. In Integrating SMEs into Global Value Chains: Challenges and Policy Actions in Asia. 1–26. Manila and Tokyo: Asian Development Bank and Asian Development Bank Institute.

Hootsuite, (2019). We Are Social – Dijital Türkiye 2019 Raporu.

Hwong, C. (2018). E-Commerce Demographics: Who Shops Online, Consumer Insights, Verto Analytics.

ILO, (2021). The Power of Small: Unlocking The Potential of SMES, https://www.ilo.org/infostories/en-GB/Stories/Employment/SMEs.

IMF, (2019). World Economic Outlook Update, January 2019.

Janita, M. S., & Miranda, F. J. (2013). Exploring service quality dimensions in b2b e-marketplaces. Journal of Electronic Commerce Research, 14(4).

Kamel, S. (Ed.). (2006). Electronic business in developing countries: opportunities and challenges. IGI Global.

Kaplan, S., & Sawhney, M. (2000). E-hubs: the new B2B marketplaces. Harvard Business Review, 78(3), 97–106.

Kotler, P. (1994). Marketing Management: Analysis, Planning, Implementation,and Control,Eighth Edition ,Englewood Cliffs, NJ: Prentice-Hall.

KPMG, (2017) Global Online Consumer Report 2017.

Lehtonen, M. (2004). The environmental–social interface of unsustainable development: Capabilities, social capital, institutions. Ecological Economics, 49 (2), 199–214.

Lehtonen, M. (2004). The environmental–social interface of unsustainable development: Capabilities, social capital, institutions. Ecological Economics, 49 (2), 199–214.

Mangiaracina, A. P., & Campari, F. (2012). Factors Affecting B2C eCommerce Diffusion. International Journal of Economics and Management Sciences.

Mangiaracina, R. , Perego, A. & Campari, F. (2012). Factors Influencing B2c eCommerce Diffusion. World Academy of Science, Engineering and Technology, Open Science Index 65, International Journal of Economics and Management Engineering, 6(5), 844 - 852.

Mankan, E. (2011). E-Ticaret. İzmir : İlya İzmir Yayınevi.

Nanehkaran, Y. A. (2013). An Introduction To Electronic Commerce. International journal of scientific & technology research, (2)4, 190-193.

Niranjanamurthy, M., Kavyashree, N., Jagannath, S.,Chahar, D. (2013). Analysis of E-Commerce and M-Commerce: Advantages, Limitations and Security issues,International Journal of Advanced Research in Computer Communication Engineering, 2(6):: 2361-2370.

OECD, (2021). http://www.oecd.org/coronavirus/policyresponses/coronavirus-covid-19-sme-policy-responses-04440101/#endnotea0z3.

Özdemir, M. (2010). Nitel Veri Analizi: Sosyal Bilimlerde Yöntembilim Sorunsalı Üzerine Bir Çalışma. Eskişehir Osmangazi Üniversitesi Sosyal Bilimler Dergisi, 11(1), 323-343.

Pewtrusts, (2016). Who Uses Mobile Payments? Survey findings on consumer opinions, experiences, A chartbook from The Pew Charitable Trusts.

Polasik, M., Huterska, A., Iftikhar, R., & Mikula, Š. (2020). The impact of Payment Services Directive 2 on the PayTech sector development in Europe. Journal of Economic Behavior & Organization, 178, 385-401.

Postnord, (2018).E-commerce in Europe 2018.

Raphael, J., & Parket, I.R. (1991). The Need for Market Research in Execu-tive Decision Making,The Journal of Business and Industrial Marketing,Win-ter/Spring, 15-21.

Richardson, K. (2018). Generation Face-Off: Comparing Gen X, Y And Z Shopping Behaviors, Forbes.

Robu, M. (2013). THE DYNAMIC AND IMPORTANCE OF SMES IN ECONOMY. The USV Annals of Economics and Public Administration. Volume 13, Issue 1(17), 84-89.

Sadowski, B. M., Maitland, C.,Van Dongen, J. (2002). Strategic Use of The Internet By Small and Medium – Sized Companies: An Exploratory Study. Information Economics and Policy.

Sengupta, A., Mazumdar, C. and Barik, M.S. (2005), "E-commerce security – a life cycle approach", Sadhana, Vol. 30 No. 2/3, 119-140.

Sheffield, J., Korotayev, A., & Grinin, A. (2013). GLOBALIZATION: Yesterday, Today, and Tomorrow, Emergent Publications.

Singh, A. (2019). Changing Scenario of Business and E-Commerce : Trends and Issues. Society Publishing.

Snyder, K., & Hilal, P. (2015). The Changing Face of B2B Marketing, Think With Google.

Song, H., & Cheung, J. (2013). Logistics: Perspectives, Approaches and Challenges. Nova Science Publishers, Inc.

Steger, M. (2009). A Very Short Introduction.Oxford University Press.Oxford GBR.

Stiglitz, J.E. (2006). Making Globalisation Work, W.W. Norton and Co., New York.

Stockdale, R. and Standing, C. (2004). Benefits and barriers of electronic marketplace participation: an SME perspective, Journal of Enterprise Information Management, Vol. 17 No. 4, 301-311.

Synder, K. and Hilal, P. (2015). The Changing Face of B2B Marketing, thinkwithgoogle.com.

The Economists, (2017). How Germany's Otto uses artificial intelligence.

Tom, A., Sangadi, R., & Ament, L. (2017). Retailers Need to Adapt to the Smart Customer, CRM Destination.

TÜRMOB, (2020). Korona Salgınının Türkiye Ekonomisine Etkisi Değerlendirmeler ve Öneriler Raporu.

UNCTAD, (2017). UNCTAD B2C E-COMMERCE INDEX 2017, UNCTAD Technical Notes on ICT for Development, N:9.

Watson, R.T., Berthon, P., Pitt, L.F. and Zinkhan, G.M. (2008). Electronic Commerce: The Strategic Perspective, Global Text Project, Jacobs Foundation, Zurich.

Wolf, M. (2005), Why Globalization Works, Yale Nota Bene, New Haven und London.

Yoshino, N. and Taghizadeh-Hesary, F. (2016). Major Challenges Facing Small and Medium-sized Enterprises in Asia and Solutions for Mitigating Them. ADBI Working Paper Series, No. 564.

Yükselen, C. (2008). Pazarlama İlke-Yönetim-Örnek Olaylar, Ankara: Detay Yayıncılık, Ankara.

Zhai, Y. M., Sun, W. Q., Tsai, S. B., Wang, Z., Zhao, Y., and Chen, Q. (2018). An empirical study on entrepreneurial orientation, absorptive capacity, and SMEs' innovation performance: A sustainable perspective. Sustainability, 10(2), 314.

APENNDIX

Appendix 1: Interview Form

Bu mülakat çalışmasının amacı e-ticaret, lojistik ve Pazar payı kavramlarının küreselleşme ile geldiği boyutu KOBİ'lerin gözündne incelemektir. Görüşme formunda elde edilen bilgiler (xxx Üniversitesi xx Bölümü'nde yürütülmekte olan bir Yüksek Lisans Tez çalışmasında) bilimsel amaçla kullanılacaktır. Çok değerli görüşlerinizi paylaştığınız, bilimsel bir çalışmaya zaman ayırarak katkıda bulunduğunuz için teşekkür eder, saygılarımızı sunarız.

Tez Danışmanı, Öğrenci,

Xxx xx

1. Kendinizden bahseder misiniz?
2. Küreselleşme sizin için ne ifade ediyor, bahsedebilir misiniz?
3. E-ticaretin şirket bünyesindeki gelişimi ve yansımasından bahsedebilir misiniz?
4. Küreselleşme e-ticaret sürecinizi nasıl etkilemekte, bahsedebilir misiniz?
5. E-ticaretteki yenilikleri bünyenize uyarlarken, nasıl bir yol izliyorsunuz?
6. Bu süreçteki zorluklardan ve çözümlerden bahsedebilir misiniz?
7. E-ticareti nasıl bir gelecek bekliyor?
8. E-ticaretin geleceğini düşündüğünüzde şirketlerin şimdiden alması gereken aksiyonlar nelerdir?
9. Lojistik faaliyetlerinin e-ticaret sürecinizdeki yeri ve öneminden bahsedebilir misiniz?
10. Lojistik alanındaki yenilikleri nasıl yönetiyorsunuz, adaptasyonu nasıl sağlıyorsunuz?

11. Lojistik ile ilgili yenilikleri düşündüğünüzde şirketlerin şimdiden alması gereken aksiyonlar nelerdir?
12. Küreselleşme ile lojistik faaliyetleriniz nasıl bir değişim yaşadı?
13. Bu süreçteki zorluklardan ve süreç yönetiminizden deneyimlerinizle bahsedebilir misiniz?
14. Konu ile ilgili eklemek istediğiniz farklı bir şey var mı?