

**THE EFFECT OF SUPPLY CHAIN MANAGEMENT PROCESSES
ON COMPETITIVE ADVANTAGE AND ORGANIZATIONAL
PERFORMANCE**



BARAN ERTUĞRUL

OCTOBER ,2021

**THE EFFECT OF SUPPLY CHAIN MANAGEMENT PROCESSES
ON COMPETITIVE ADVANTAGE AND ORGANIZATIONAL
PERFORMANCE**

BY

BARAN ERTUĞRUL

**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS**

ADMINISTRATION

IN

DEPARTMENT OF BUSINESS ADMINISTRATION

YEDITEPE UNIVERSITY

OCTOBER 2021

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: 20.10.2021

Name/Surname: Baran ERTUĞRUL

ABSTRACT

In today's business world, organizations are aware that the critical point to create competitive advantage and improve their business performance is to improve their core processes. Supply chain management is a collection of processes formed by the combination of core and critical processes of organizations. It is an accepted fact that competition is between supply chains of organizations rather than organizations. Therefore effectual supply chain management (SCM) has become a key to improve organizational performance (OP) and secure competitive advantage (CA). This study conceptualizes and develops five dimensions of SCM (strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement) and tests the relationships among SCM processes, organizational performance and competitive advantage. Data for the study were obtained from different type companies in Turkey and the relationships suggested in the framework were tested. The results show that advanced SCM applications are the key to achieving enhanced competitive advantage and enhanced enterprise performance. In parallel, the belief that competitive advantage has a positive and direct effect on organizational performance was also supported by the results. Based on this information, it can be said that these research results, which emphasize the importance of effective SCM, have value for both the business world and the academic world.

Keywords: Supply chain management, Competitive advantage, Organizational performance

ÖZET

Günümüz iş dünyasında, organizasyonlar, rekabet avantajı yaratmak ve iş performanslarını iyileştirmek için kritik noktanın, süreçlerini iyileştirmek olduğunun farkındadırlar. Tedarik zinciri yönetimi, organizasyonların temel ve kritik süreçlerinin biraraya gelmesi ile oluşmuş süreçler topluluğudur. Etkili tedarik zinciri yönetimi (TZY); rekabetin artık kuruluşlar arasında değil, tedarik zincirleri arasında olması nedeniyle, rekabet avantajını güvence altına almanın ve kurumsal performansı iyileştirmenin anahtarı haline gelmiştir. Bu çalışma, TZY uygulamasının beş boyutunu (stratejik tedarikçi ortaklığı, müşteri ilişkisi, bilgi paylaşımı düzeyi, bilgi paylaşımı kalitesi ve erteleme) kavramsallaştırır, geliştirir ve TZY uygulamaları ile rekabet avantajı ve kurumsal performans arasındaki ilişkileri test eder. Çalışmanın verileri, farklı kuruluşlardan toplanmış ve önerilen ilişkiler test edilmiştir. Sonuçlar, gelişmiş TZY uygulamalarının gelişmiş rekabet avantajına ve gelişmiş kurumsal performansa yol açabileceğini göstermektedir. Ayrıca, rekabet avantajı, kurumsal performans üzerinde doğrudan ve olumlu bir etkiye sahiptir. Sonuçlar, daha yüksek SCM uygulamalarının gelişmiş rekabet avantajına ve gelişmiş kurumsal performansa yol açabileceğini göstermektedir. Elde edilen sonuçlar; gelişmiş SCM uygulamalarının, gelişmiş rekabet avantajına ve gelişmiş kurumsal performansa ulaşmanın anahtarı olduğunu göstermektedir. Paralel olarak, rekabet avantajının, örgütsel performans üzerinde olumlu ve doğrudan etkiye sahip olduğu inancı da ulaşılan sonuçlar ile desteklenmiştir. Bu bilgilerden hareketle, etkili tedarik zinciri yönetiminin önemini vurgulayan bu araştırma sonuçlarının, gerek iş dünyası gerekse akademik dünya için değer taşıdığı söylenebilir.

Anahtar kelimeler: Tedarik zinciri yönetimi, Rekabet avantajı, Organizasyonel performans

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to my advisor, Prof.Dr. Tulin Ural, for her support and guidance throughout the course of this thesis effort. I would also like to thank my committee members. The success of this research was made possible by the hard work and dedication of each of the members of the research team.



Baran ERTUĞRUL

TABLE OF CONTENTS

PLAGIARISM	i
ABSTRACT.....	ii
ÖZET	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
1. INTRODUCTION	1
1.1. Purpose of the Study	3
1.2. The Importance of the Study	4
2. CONCEPTUAL FRAMEWORK	5
2.1 Supply ChainManagement.....	5
2.1.1. Definition and Importance of Supply Chain Management.....	5
2.1.2. History of Supply Chain Management	6
2.1.3. Structure of Supply Chain Management	9
2.1.4. Advantages and Disadvantages of Supply Chain Management	13
2.1.4.1. Advantages of Supply Chain Management	14
2.1.4.2. Disadvantages of Supply Chain Management	15
2.1.5. Supply Chain Members	17
2.1.5.1. Suppliers	17
2.1.5.2. Manufacturers	17
2.1.5.3. Distributors	17
2.1.5.4. Retailers	18
2.1.5.5. Customers	18

2.1.5.6. Logistics Service Providers	18
2.1.6. Process of Supply Chain Management.....	19
2.1.6.1. Strategic Supplier Partnership	20
2.1.6.2. Customer Relationship.....	21
2.1.6.3. Level of Information Sharing	22
2.1.6.4. Quality of Information Sharing.....	22
2.1.6.5. Postponement.....	23
2.2. Competition and Competitive Advantage	24
2.2.1. Competition Concept.....	24
2.2.2. Competitiveness	25
2.2.3. Competitive Advantage	26
2.2.3.1. Determinants of Competitive Advantage	31
2.2.3.2. Competitive Advantage Strategies.....	36
2.3. Organizational Performance.....	39
2.3.1. Definition and Importance of Organizational Performance	39
2.3.2. Scope of Organizational Performance.....	41
2.3.2.1. Marketing Performance	42
3. THEORETICAL MODEL AND HYPOTHESIS.....	46
3.1. Theoretical Model	46
3.2. Hypotheses	47
4. RESEARCH METHOD.....	51
4.1. Research Design.....	51
4.1.1. Measurement Instruments and Questionnaire Design	51
4.2. Data Collection, Sampling and Analysis	52
5. FINDINGS.....	53
5.1. Descriptive Analysis	53

5.2. Exploratory Factor and Reliability Analysis	55
5.3. Correlation Analysis	62
5.4. Regression Analysis	70
6. RESULT, DISCUSSIONS AND SUGGESTIONS	82
7. LIMITATIONS AND FUTURE RESEARCH.....	85
REFERENCES.....	86
Appendix A: Online Questionnaire.....	101



LIST OF TABLES

Table 1. List of sub-constructs for SCM practice	20
Table 2. Constructs in the study and their sources	51
Table 3. The descriptive statistics	54
Table 4. Skewness and Kurtosis Ratios of Variables	56
Table 5. Factor and Reliability Analyses Results for Supply Chain Management	57
Table 6. Factor and Reliability Analysis Results for Competitive Advantage	60
Table 7. Factor and Reliability Analysis Results for Organizational Performance	61
Table 8. Correlations of the scales	62
Table 9. Regression Analysis for the Supply Chain Management	70
Table 10. Summary Table of Regression Analysis for the Dimensions of Supply Chain Management	70
Table 11. Coefficients table of Supply Chain Management	71
Table 12. Regression Analysis for the Supply Chain Management	73
Table 13. Summary Table of Regression Analysis for the Dimensions of Supply Chain Management	74
Table 14. Coefficients table of Supply Chain Management	75
Table 15. Regression Analysis for the Competitive Advantage	76
Table 16. Summary Table of Regression Analysis for the Dimensions of Competitive Advantage	77
Table 17. Coefficients Table of Competitive Advantage	78
Table 18. Hypotheses Summary	79

LIST OF FIGURES

Figure 1.Research framework	46
Figure 2.Hypotheses Result	81



1. INTRODUCTION

Supply chain management is a group of activities managed by an organization to ensure influential management of its supply chain.

SCM concept has been discussed from different perspectives in different literature bodies.

The concept of SCM was defined two different coverage:

1. Purchasing and supply management

“SCM is the integration of supply base that evolved from the traditional purchasing and material management activities” (Banfield E. 1999; Lamming R. 1993).

2. Transportation and logistics management

“SCM is integrated logistics systems and focus on inventory reduction in the supply chain” (Van Hoek, 1998).

Over time, these two perspectives have evolved into an integrated SCM that connects all functions to manage processes more effectively along the supply chain. (Tan KC, Kannan VR, Handfield RB. 1998).

SCM processes were defined from distinguish perspectives in the literature. Based on the previous studies in the literature, five different dimensions that were detailed below were considered for measuring SCM.

- *Strategic supplier partnership* defines upstream side of SCM,
- *Customer relationship* defines downstream sides of SCM
- *Level of information sharing and quality of information sharing* defines information flow through a supply chain
- *Postponement* defines internal supply chain process (Li et al., 2006).

Supply chain management is one of the critical factors for businesses to obtain a foothold in the competition area and maintain their position. It is critical for businesses to effectively manage their supply chain functions in order to exist in a competitive market. Due to the rapidly increasing number of companies

globally, companies not only have to re-establish themselves to produce higher quality products, but also have to carry out their SCM effectively so as to respond to the market rapidly.

When it comes to relationship between SCM, OP and CA, on the basis of previous studies in literature, relationships can be defined like below;

The SCM literature indicates that developing organizational performance and competitive advantage is one of the critical goals of SCM. (Cooper et al., 1997, Simchi-Levi, 2000, Croxton et al., 2001, Li et al, 2005, Salazar RM., 2012).

Organizations have to develop their processes to protect themselves from the threats of their competitors. This situation has matured the field called supply chain management. “SCM is an effective way of competing”. (Salazar RM., 2012). SCM increases market share and return on investment of organization and improves overall competitive position (Carr AS, 1999, StanleyLL, 2001) and a competitive advantage of organization via price/cost, quality, delivery dependability, time to market, and product innovation.(Ragatz et al., 1997; Power et al., 2001; Jarrell JL, 1998; Spekman RE, Kamauff Jr JW, Myhr N, 1998; Walton LW. 1996; Van Hoek RI, Voss RI, Commandeur HR. 1999).

Effective supply chains are used as a central of strategy rather than moving materials. The top priority of best value supply chains is to deliver superior value to the consumer on the basis of cost, quality, speed and flexibility. Focusing on speed or cost is secondary. Organizations that implement effective supply chains enhance their organizational performance. (Hult et al., 2008). Considering mentioned information, it can be said that SCM impacts competitive advantage and organizational performance directly.

Parameters such as higher quality, lower prices, higher dependability, and shorter delivery time are important for the organization when compared it to its competitors. Mentioned four parameters also enhance the overall performance of organization (Mentzer JT, Min S, Zacharia ZG. 2000). Competitive advantage contributes to performance, customer satisfaction, customer loyalty and effective relationship. One of the important criteria for increasing sales and profitability is higher

customer loyalty.(Moran WT. 1981). Considering mentioned information, it can be said that competitive advantage impacts organizational performance directly.

1.1. Purpose of the Study

In modern business management, rather than organizations the supply chains of organizations are competing. In today's business environment where competition is brutal, competition is between the supply chains of organizations. Therefore, SCM has become the key to achieving competitive advantage and securing organizational performance.

In the light of previous literature on this issue, the objectives of this thesis are determined as;

- To identify the impact of SCM processes on organizational performance in Turkey businesses.
- To identify the impact of SCM processes on competitive advantage in Turkey businesses.
- To identify the impact of competitive advantage on organizational performance in Turkey businesses.

This study is based on Li et al's (2006) study and aims to fill the research gap through investigating the relationship among SCM, organizational performance and competitive advantage by testing the impact of the five sub-processes of SCM on organizational performance and competitive advantage. The study attempts to contribute to the existing literature with a multi-dimensional, comprehensive research within the Turkey platform. Although the same subject was investigated by Li et al.(2006), it was wondered whether cultural differences make a difference in the results achieved and general tendency. In this direction, it was decided to apply the subject more comprehensively to businesses in Turkey. The research was started in this direction. The results reached by this research are in agreement with a similar study by Li et al, 2006, at the University of Toledo.

1.2. The Importance of the Study

Supply chain management is the active process management to increase customer satisfaction and gain a competitive advantage. SCM is covering every process such as market research, demand management, product management, planning, sourcing, production management and whole logistics activities, as well as the information systems to coordinate mentioned processes.

Organizations face different types of challenges to compete in today's dynamic markets. The competitive advantage of organizations is limited to the success of their supply chain. The prerequisite for businesses to remain competitive is to recognize the importance of supply chain processes based on improving their performance as well as their joint performance with other businesses in the supply chain. In today's competitive business environment, organizations without strong SCM practises become unable to compete with their competitors. Rather than a "firm versus firm" competition, today's organizations struggle with "supply chain versus supply chain." (Hult & Ketchen, 2007).

Supply chain management, as the name suggests, provides competitive advantage to organizations and increases the organizational performance of organizations by regulating the intra-process and inter-process relations of the processes within its scope.

Sooner or later all organizations would adopt Supply Chain Management. It should not be forgotten that organizations can never succeed where there is no robust supply chain management.

2. CONCEPTUAL FRAMEWORK

2.1 Supply Chain Management

2.1.1. Definition and Importance of Supply Chain Management

The supply chain concept, which was used as logistics and logistics management, has been used frequently by businesses in recent years. The history of the concept of logistics is very old. Logistics was previously considered as a military activity, and it was used in the sense that a military unit settles in an area in preparation for war and the continuous supply of food and drink (Kırılmaz, 2014: 5).

The reasons such as the difficulty of competition in global markets, the faster communication and communication with the development of technology, as well as the change in customer demands at the same speed and the shortening of the product lifecycle, enable businesses to focus on the supply chain.

When the literature is investigated in detail, many definitions regarding to the supply chain are encountered. Some of these definitions are as follows; The supply chain is defined as the network chain that restricts the organizations, the raw materials supplied and presented to production are connected at every stage on the way to the final consumer (New and Payne, 1995: 55). Similarly, Zsidisin and Ritchie (2009: 2) define the supply chain as the various stages in which a raw material or product passes through production, processing, warehousing and delivery to the end consumer. And consumption by the consumer. On the other hand, D'Eusania et al. (2019) underlined that the supply chain depends on to the physical activities that are related to the changing of the organization sources, the movements of raw material from first stage to final stage and also activities related to information, material and money flows.

The supply chain as a whole is the management of upstream and downstream relationships with customers and suppliers so as to create a higher value in the market place with lower cost (Christopher, 2000: 39). From another point of view, Tan (2001: 42) defines the business of managing the activities within the firm together with the suppliers and customers throughout the supply chain.

More broadly, the supply chain is a group of activities that includes the supply of raw materials, their production, their storage in accordance with the conditions, the tracking and stock control of the products in the warehouse, and the flow of information and distribution to the final consumer to monitor the ordered products (Lummus and Vokurka, 1999: 11). Compared to previous years, today's supply chain network faces greater challenges and operates in a more complex environment. Technology development in information and communication technology and transportation allows geographically dispersed suppliers, overseas manufacturing, outsourcing subcontractors and markets. Reducing the number of suppliers and stock levels is becoming a popular practice for more efficient production. Consequently, the supply chain is a wide network of high trust intertwined among supply chain members and communication and transportation systems used to harmonize demand and supply flow (Russell & Taylor, 2009). In shorter terms, Fugate et al. (2006: 132) identifies supply chains as a structure consisting of commercial partners that are interconnected by financial, information and material flows. Efficient supply chains that enable integration with their members maximize customer value and profit for each trading partner. In this respect, many businesses increase their supply chain efficiency (Gunasekaran et al. 2008: 553).

2.1.2. History of Supply Chain Management

The structure of working with suppliers and customers is as old as business, but the modern point of view of the supply chain likely dates back to Jay Forrester and his pioneering research in the late 1950s. Forrester began to examine supply lines and relationships between suppliers and customers, and later defined a phenomenon known as the Bullwhip Effect. Forrester indicated that stocks in a firm's supply line tended to fluctuate more than end users. SCM is a discipline evolved from Forrester's quest to understand and ultimately control these increases in demand fluctuations. Although he did not use the supply chain words exactly to explain his findings, it is thought that concept of SCM is first conceptualized by Forrester et al. (Blanchard, 2010: 7).

Supply chain management is considered a new field when compared to other fields. Although it is a very interesting area for many researchers, some researchers argue that there is no such area and some argue that it is a management stage (Larson and Halldorsson, 2004: 17).

In the 1950s and 1960s most manufacturers highlighted mass production to decrease the unit production cost with few product or process flexibility. New product development was slow and relied on in-house capacity. Technology and expertise sharing with customers or suppliers was too risky and unacceptable. Little attention was paid to strategic cooperation or strategic supplier partnership. The purchasing function was accepted as a part of the production function, and managers had limited attention to purchasing related issues. In the 1970s, production resource planning was introduced and firms realised the effect of this function on production cost, quality, new product development, and delivery times. Manufacturers tended to new material management concepts to increase performance (Tan, 2001: 41).

In the early 1980s, transportation, distribution and material management began to converge in the SCM. The first usage of the concept of SCM was in an interview given by Keith Oliver to the Financial Times in 1982 (CSO, 2003). In 1985, Harvard professor Michael Porter in his book *Competitive Advantage* shows how a company that strategically analyzes the five main processes can become more profitable. These five main processes can be listed as follows (Blanchard, 2010: 7):

1. Incoming logistics: Receipt, storage and distribution of inputs activities that are related to the product.

2. Operations: Activities that are related to the transformation of inputs to final product.

3. Outbound logistics: Activities that are related to storing, picking and physically distributing materials to the customers.

4. Sales and marketing: Activities that encourage and enable buyers to buy a product.

5. Service: Activities related to providing service to increase or maintain the product value.

The development of SCM over the years can also be handled in five main phases (Ross, 2003: 6):

1.Until 1960, the concept of storage and transportation, which was the 1st phase, was dominant. At this stage, logistics is not perceived as an important source of competitive advantage. It was only seen as a function related to inventory management and distribution. Of course, such an understanding could not be expected to contribute to productivity. Because, a low status was also defined for logistics at the administrative level. Firms mostly saw their segregated logistics activities as a function of operations such as sales, accounting and production. Support activities such as purchasing, shipping, and inventory management moved very separately from each other. As a result, logistics activities coordination was poor, relatively disconnected and costly.

2.From 1960 until 1980, the total cost management approach has gained importance. It can be said that this phase covers two critical subjects. The first of these is the efforts of companies to centralize their logistics functions. By merging a number of fragmented functions into a single department, individual costs associated with transportation, inventory and physical distribution were reduced, while increasing the logistics system productivity as a whole. The second is the expectation that centralization will facilitate the implementation of the total cost concept to logistics. The goal of this strategy is to try to decrease the overall cost of logistics, rather than decreasing the cost of one or two specific logistics functions such as shipping or storage. In this period, three factors pushed companies to centralize their logistics activities. First, the economic and energy crises of the mid-1970s. Second, the unexpected disruptions in the product lines that forced everyone in the supply channel to take some measures to deliver the products on time. Finally, the new strategy of marketing facilitated by the computer required a significant change in the traditional supply channel management.

3.Between 1980-1990, the concept of integrated logistics management came to the fore. In the 1980s, business managers increasingly realized that a focus solely on total logistics cost represented a weak point of view to supply channel management. This awareness stemmed from the radical changes that occurred in the process that quickly became a global market. The two concepts that best summarize these years will be competition and quality management. The competition has come under great pressure from global companies. It has established deep-rooted new management

philosophies and organizational structures that ensure efficiency, quality and profitability. New management concepts developed within the framework of total quality management philosophy provided companies with competitive advantage tools such as shortening the time of development cycles, creating more flexible and “lean” processes, making full use of the skills of the workforce and creating something completely new.

4. Between the years 1990-2000, supply chain management has gained dominance. Firms started to improve the integrated logistics and supply channel management concepts in order to adapt to the market. The acceleration of globalization, the growing strength of the customer, best quality service and supplier agility than ever before, organizational restructuring, third-party management, and the increasing proliferation of information technologies required businesses to look beyond the integrated logistics paradigm in the new quest. The pressure to respond to these new challenges has forced firms to move to SCM.

5. After 2000, e-supply chain management, which is the 5th phase of the concept, reveals itself. Today, Internet technology has brought SCM to a new dimension. SCM, which emerged as a support system for optimizing costs and productivity, has turned into a powerful strategic function that has the capacity to generate new customer value suggestions with the development of e-business technologies.

Undoubtedly, it has become very important for all companies to reach global dimensions of material, information and financial flows over time. Companies had to develop their processes to protect themselves from the threats of their competitors. They have gone through processes of improvement in the quality of their responses to these competitors. They have searched for some innovation regarding their suppliers and their channels. This situation has matured the field called supply chain management (Ayers, 2006: XXVII).

2.1.3. Structure of Supply Chain Management

As companies operating in the supply chain grow, they create global partnerships and acquire business partners from different sides of the world. The

development of the supply chain will increase the business volumes of companies and it will become more noticeable for them in which regions they have what kind of superiority. Supply chain management is significantly affected by the technologies and competitive advantages used by companies that make up the supply chain (Wang et al., 2011, p. 101). This shows that if the suppliers provide the products at a lower price and the customers buy the produced products at a higher price, companies can easily move to different regions. For this reason, many different countries and different regions are sometimes involved in order to secure the success of the partners. What is critical for success is not the understanding of the SCM of company operations but the understanding of the collaborative role of partners in supply chain (Drazin & Van de Ven, 1985).

This view is also supported by the contagion theory, which argues that the results of organizational efforts and company activities depend on the environment (Luthans and Stewart, 1977). Similar to this, Scott (1981, p.114) stated that "the best way to organize is to associate the organization with the nature of the environment in which it lives". The national culture of companies and the similarity of these cultures also play an critical role in SCM.

A culture is a social system that shows how people put their behaviors and thoughts into practice, and while these structures that reflect the way minds work are different in some nations, they also show similarities in some nations. Culture is the collection of thoughts expressed explicitly or implicitly and behavior expressed or symbolized, and plays a distinctive role among groups of people. It is the combination of national culture and values, ideas, beliefs, attitudes and moral values, and shapes the behavior of individuals (Vitell et al., 1993). Cultural differences between nations can sometimes be very pronounced because the stimuli surrounding people and the background of the environment in which they live are different. Such differences in national cultures are also reflected in the culture of organizations, affecting the management and operational structures of companies (Hofstede, 1985, p. 347). According to theories about the contagious nature of company operations, national culture can cause conceptual differences that can have a major impact on supply chain management efforts (Sousa and Voss 2008, p.26).

Previous studies have emphasized that national culture has great effects on the cooperation of supply chain companies (Flynn et al., 2010; Marin-Garcia et al., 2013). There are studies arguing that this cooperation has a critical role in the structure of SCM (Barratt, 2004; Ellinger et al., 2006; Sanders, 2008; Van Donk et al., 2012). Nevertheless, none of them can provide empirical evidence of how national culture affects supply chain management. Furthermore, there are also studies that provide empirical evidence for this relationship (Wong et al., 2017).

Supply chain management means inter-agency relationships. Institutions can become mutual relations, or it can also mean that the structures of institutions develop by intertwining (Flynn et al., 2010; Wang et al., 2011, p. 102). The main purpose of institutions in establishing relationships is to gain competitive advantage (Alfalla-Luque et al., 2012). The relationship of SCM with the performance of businesses has been extensively studied internationally (Baladhanadyutham & Venkatesh, 2012; Droge et al., 2012; Handfield et al., 2009; Wasti & Wasti, 2008; Wong et al., 2016, 2017).

While some studies point out the points where supply chain management is sufficient (Danese et al., 2013; Narayanan et al., 2011). Some other studies have looked at the points where supply chain management is insufficient in operational terms (Flynn et al., 2010; Koufteros et al., 2005). Although the relationship among SCM and performance has a complex and uncertainty structure (Gimenez et al., 2012, p. 583), it has been observed that the shortcomings and weaknesses of companies have a contagious structure, in other words, the failures of the companies bring some failure to other companies (Van der Vaart & Van Donk, 2006; Huang et al., 2014;). Considering the national factors, it is seen that supply chain applications are dependent on the logistics capacity and deficiencies of the country as much as the supply chain (Wiengarten et al., 2011).

Supply chains can consist of departments such as research and development, professional services, growth operations such as construction, secondary production activities such as product processing, and logistics. Although it seems like a static process without storage distribution, it is the most important part of some supply chains. Agricultural products can be given as an example. Although previous studies show that supply chains can achieve success as much as their ability to create new frameworks,

strategic management and relationships with other supply chains are also important (Hult et al., 2002, 2008; Ketchen&Hult, 2007). Innovations spread to a sector through supply chains (Moreland & Hyland, 2010, p.18). This shows that when there is not enough relationship between supply chains or when the strategic management skills of the companies that make up a supply chain are lacking, adapting to innovations will become more difficult.

Many suppliers are driven by local and international competition, and sometimes the activities of these companies are shaped by competitors. It is possible to say that unpredictable natural environments and fluctuating climatic conditions also play an active role in industries when deciding on the amount of product and order amount. Since the abilities and strategies of the people have an impact on the profits of the firms as well as on the conditions of the market, it emerges as another risk, and the main advantage of the logistics companies making agreements between them is that they take such risks under some control (Bowersox, 1990, p.36). In other words, there will be companies that try to create a famine effect in the agricultural sector and maximize their profits by stocking their products by observing rival companies and their experiences. This situation, also called famine rent, will not always occur under natural conditions, but may also occur with the activities of monopoly firms or the pressure of strategic partnerships. Because market conditions push the supply chain members to act opportunistically, and companies acting individually tend to maximize their interests (Eliashberg& Michie, 1984, p.77). Although this situation is contrary to the understanding of the sector and supply chain, companies that think their life is short and do not have long-term plans tend to act in this way. Food products such as meat products are widely consumed by small and medium size enterprises (SMEs). These companies, which are many in number, may be small in size and far from professional management understanding. It is difficult to come across an understanding of supply chain in such sectors, and in this century, such companies emerge as a threat to the entire industry (Bell et al., 2011). Nevertheless, supply chains sometimes show great resistance to any change (Simatupang& Sridharan, 2005, p. 46). On the other hand, with the development of the internet and the information network, companies' resistance to innovations has decreased (Storer & Hyland, 2011, p.55), electronic communication has

facilitated faster decision making on strategies, and techniques such as e-commerce have made rapid strategic changes more effective (Gibbs et al., 2003, p.5).

Companies have begun to develop in structures based on more and more supply networks, and thus, they have come to meet high customer expectations by using complex technologies. For example, increased cooperation between organizations provides operational benefits such as more innovation in the supply chain (Dyer & Nobeoka, 2000). It is possible to respond faster to market changes if the companies that make up the supply chain act together (Dyer and Singh, 1998, p.661). Since the improvement of the financial performance of companies depends on the entire supply chain development, the contributions of the firms that make up the supply chain play a critical role in increasing the companies competitiveness.

Organization activities can provide specialization by focusing on different areas. However, large companies can provide specialization by using only certain departments and increase their performance when the correct coordination between these departments is achieved (Carr et al., 2008, p.55-56). Firms can grow their market shares if the supply chain has a larger trade volume as a whole. More collaboration can occur in the form of information sharing between supply chain members, stretching the logistics management phases, and such activities increase the resilience of the supply chain as it improves suppliers (Buvik and John, 2000). For example, activities that will contribute to supplier development require a large amount of resources, and sometimes suppliers may not have all the resources to meet this (Choi & Hartley, 1996). Many researchers argue that the costs of such supply chain applications should be reflected in the understanding of decreasing returns to all supply chain members (Rigging and Mukhopadhyay, 1994). Past studies associated SCM strategies, flexibility of purchasing function and cost performance (Shin et al., 2000).

2.1.4. Advantages and Disadvantages of Supply Chain Management

Under this heading, the advantages and disadvantages of supply chain management are examined in depth based on the existing literature under subheadings. SCM has four basic features. These;

- It is directly related to the strategic decision making,
- The supply chain is integrated, not a set of autonomous functions,
- The system is integrated throughout the chain,
- Detecting imbalances between inventories on the supply chain and producing appropriate solutions for these deficiencies or problems (such as correction, elimination, sorting) are its the main subjects.

Globalization, the toughening of competition conditions, the rapid technology development, the market growth, the increase in the number of products, the more complex the networks in the supply chain and the shortening of the life span of products and similar developments reveal the importance of businesses to review their supply chain management strategies. Supply chain, which entered the world literature rapidly after globalization and the disappearance of country borders in trade especially after the 1990s, is important in terms of eliminating the problems of small-scale enterprises (Chase et al., 1998, p. 2). A complete and correctly established supply chain in enterprises provides great changes in the development of the understanding of the supply and sales function of the enterprise (Keskin, İmamoğlu, & Aydemir, 2004, p. 1). From the recent studies, Boiko et al. (2019) suggested that the SCM provides organizations to meet the customer demand in a better way and also decrease the logistics and purchasing costs significantly, and ultimately, increases the business's market competitiveness.

2.1.4.1. Advantages of Supply Chain Management

The most important advantage of supply chain management is that all channel members (producers, suppliers and final consumers) in the supply chain work for the same purpose as the parts of a whole and thus start with the assumption that business performance can be maximized (Elagöz, 2006, p.119). The advantages of supply chain components along the chain are listed below (McCutcheon et al., 2000, p.36):

- Lower cost,

- Wider perspective,
- Better market knowledge,
- Higher quality,
- More flexibility,
- Newer technology,
- Broader technical expertise,
- Providing excess capacity more easily,
- Focus on basic skills,
- Simplified processes.

It is critical for businesses to effectively manage their supply chain functions in order to exist in a competitive market. Effectively managed supply chain provides competitive advantage of businesses involved in the supply chain process by establishing market-leader partnerships with other businesses (Ross, 1998, p. 103).

According to Simchi-Levi, Kaminsky and Simchi (2000, p. 358), receiving consultancy and support from third party logistics (3PL) (subcontractor company application) companies provides advantages for the supply chain management, material management and product distribution business. One of these advantages is that businesses can increase production efficiency by focusing on their core business. In the shipment of products and material supply, 3PL companies can provide speed and flexibility to the processing and reduce the costs of the enterprise. It also enables the enterprise to reach customers and suppliers that it has difficulty in reaching geographically (Yükçü & Gönen, 2008, p. 74).

2.1.4.2. Disadvantages of Supply Chain Management

All businesses that produce products and services have SCM. If the output of SCM applications is not realized at the desired level, efficiency cannot be obtained from

the chain. Concentration on wrong attempts can cause indispensable costs in enterprises (Yağcı, 2009, p. 79). According to Lee and Billington (1992, p. 65-71) the risks of the supply chain; Poor coordination, incorrect delivery status information, incomplete supply chain, insufficient customer service, unnecessary information loading, information system insufficiency, inflexible systems, organizational barriers, slow implementation, inventory stocking policy, product and process design, and neglect of uncertainty. .

Although the supply chain is used in many manufacturing and service businesses, it is complex, uncontrollable and undeveloped in some businesses. The disadvantages arising from implementation in supply chain management can be listed as follows (Bayar, 2008, p. 30-31);

- Difficulties arising from the correct creation of supply chain components,
- Increase in costs due to concentration on inefficient enterprises,
- Difficulties in ensuring coordination and communication between enterprises that are members of the supply chain,
- Businesses being involved in more than one supply chain process,
- Weakening of the chain structure as a result of the pressure exerted by strong stakeholders on small suppliers,
- Increase in costs caused by incorrect information flow in the supply chain, excess stock, decrease in efficiency and effectiveness.

Inaccurate information flowing along the supply chain can cause massive inefficiencies such as low level of customer service, unnecessary stock investments, improperly planned capacity planning, inefficient transportation activities and unachievable production targets. This mobility caused by incorrect information flow along the supply chain is called the whip effect (Handfield & Nichols, 1999, p. 10).

2.1.5. Supply Chain Members

2.1.5.1. Suppliers

It means developing new products or redesigning existing products being a more attractive supplier for consumers. It also means modifying products according to needs of consumers getting one step ahead of other suppliers (Theilmann and Hukauf, 2014). Suppliers who can understand their customers and manage their expectations are preferred because they can create a perception of quality. However, suppliers who do not know their customers, communicate with them in a limited way and do not know the expectations of their customers are less preferred.

Depending on the structure of the market, customers may be dependent on several suppliers or a single supplier. This is the case in monopoly markets. However, if there is no cooperation with customers in such cases, customers may turn to alternative supply chains. It is possible to give the bus companies that cooperate on price as an example. Shared car sites have been developed as an alternative to these companies. In some regions, the majority of customers have started to use rail or sea transport. In these examples, dissatisfied customers chose another supply chain to replace the supply chain.

2.1.5.2. Manufacturers

Manufacturer is one of the critically important members in chain. Manufacturers process materials that are unprocessed in nature and turn them into semi-finished and finished products. Manufacturer must be considered as a producer and process raw materials or processed materials to make a difference and turn them into semi-finished or finished products. For this reason, a lumberjack is not considered a producer, but an enterprise that processes and transports wood from the forest to a factory is considered a producer, because such an enterprise becomes a part of the supply chain with its production (Görçün, 2016, p.33).

2.1.5.3. Distributors

They are the supply chain members that carry out the transportation, storage, inventory, etc. activities that will take place until the finished product or semi-finished

product reaches the customer from the factory door. Distributors can carry out these activities in two ways. The first of these will take the ownership of the product or the semi-finished product and carry out the necessary activities on their own behalf, or secondly, to carry out these activities on behalf of the factory without taking the ownership (Womack et al., 1990).

2.1.5.4.Retailers

Retailers are supply chain members who bring the products transferred from the previous supply chain member to the final consumer. The last stage in which products are delivered to retailers is defined as retail logistics, and at this stage, manufacturer companies or consumer companies can take a role, as well as companies specialized in logistics (Fernie et al., 2010, p.895). In addition to selling products to customers, retailers who face them can directly obtain all kinds of information about the product, their demands and expectations.

2.1.5.5.Customers

Customers, the reason companies exist, emerge as both suppliers and customers in the supply chain. All companies except the consumers, who are the end customers at the end of the chain, and all supply chain members except for companies that produce their raw materials from nature by taking their raw materials from the first of the chain, obtain goods or services from the previous supply chain company and provide goods or services to the next (Fernie et al., 2010). Due to this structure, customers are expected to develop close relationships with their supply chain member companies. For example, a company whose quality of raw materials is not liked by its customers will demand higher quality raw materials from the company of which it is a customer. It can be seen that factors affecting customer satisfaction on the supply chain can create a chain effect.

2.1.5.6.Logistics Service Providers

Companies providing logistics services emerge with a slightly different structure in the supply chain than other companies. They provide services to a company and

receive a price in return for these services (Görçün, 2016 p.36). While these structures make them look a little further outside the supply chain, they are actually as affected by their supply chain activities as other companies. Depending on the trade volume of the supply chain, the business volume of these companies may increase or decrease. When the supply chain disrupts, their activities may stop and their financial structures can be seriously affected.

2.1.6. Process of Supply Chain Management

Supply chain processes are the bringing together of different functions within the organization to provide effective supply chain management (Li et al., 2006). Donlon (1996) announced the SCM applications, which covers supplier partnership, outsourcing, cycle time compression, continuous process flow and information technology sharing. Tan et al. (1998) used purchasing, quality and customer relationships to define SCM applications in their experimental study. Tan et al. (2002) reported that there are 6 aspects of SCM application as a result of factor analysis in their study. These; supply chain integration, information sharing, supply chain features, customer service management, geographic proximity and just in time (JIT) capability. Chen and Paulraj (2004) used to measure buyer-supplier relationships in their study, reducing the supplier base for the worker, long-term relationship, communication, inter-functional teams and supplier participation. Min and Mentzer (2004) defined the concept of SCM as the agreed vision and goals, information sharing, risk and reward sharing, cooperation, process integration, long-term relationship and agreed supply chain leadership.

SCM processes were defined in the literature from a variety of different perspectives. Based on the previous studies in the literature, five different dimensions of SCM(strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing and postponement) were considered for measuring SCM.

This thesis study is based on the work done by Li et al (2006). Li et al. (2006) grouped SCM processes under 5 groups as "Strategic Supplier Partnership","Customer Relationship","Level of Information Sharing","Quality of Information Sharing" and "Postponement"by making use of many literature (Table 1).

Table 1. List of sub-constructs for SCM practice

Sub-Constructs	Definitions	Literature
“Stragic Supplier Partnership”	“The long-term relationship between the organization and its suppliers. It is designed to leverage the strategic and operational capabilities of individual participating organizations to help them achieve significant ongoing benefits”	Lamming, 1993; Balsmeierand Voisin, 1996; Stuart, 1997; Monczka et al., 1998; Sheridan, 1998; Gunasekaran et al., 2001; Tan et al., 2002
“Customer Relationship”	“The entire array of practices that are employed for the purpose of managing customer complaints, building long-term relationships with customers and improving customer satisfaction.”	Wines, 1996; Noble, 1997; Magretta, 1998; Claycomb et al., 1999; Day, 2000; Moberg et al., 2002; Tan et al., 2002
“Level of Information Sharing”	“The extent to which critical and proprietary information is communicated to one’s supply chain partner”	Balsmeierand Voisin, 1996; Towill, 1997; Jones, 1998; Monczka et al., 1998; Stein and Sweat, 1998; Lalonde, 1998; Mentzer et al., 2000; Moberg et al., 2002
“Quality of Information Sharing”	“Refers to the accuracy, timeliness, adequacy, and credibility of information exchanged”	Monczka et al., 1998; Moberg et al., 2002; Feldmann and Müller, 2003.
“Postponement”	“The practice of moving forward one or more operations or activities (making, sourcing and delivering) to a much later point in the supply chain.”	Fisher et al., 1994; Fisher, 1997; Van Hoek, 1998; Beamon, 1998; Waller et al., 2000

2.1.6.1. Strategic Supplier Partnership

It can be defined that is the long-term relationship established among the organization and its suppliers. It is designed to take an advantage the strategic and operational capabilities of the participating organizations. It helps organizations to achieve significant benefits.

According to Özdemir (2004, p. 92), supplier relationship management is the process of defining how businesses will follow in their relations with suppliers. In supplier relations management, it is aimed to develop the relations among the company and the suppliers. The business proceeds in this process by cooperating with a group of suppliers it deems important. Ordinary commercial relations continue with others. An agreement is made in the field of products and services where the relationship rules are defined. Supplier relationship management; it plays critical role in the agreement and execution of goods and services (Yağcı, 2009, p. 42).

It is important that supplier relations are carried out within the framework of a win-win approach. If both the company and the supplier can not gain from the

relationship they have established, the desire of the party that cannot gain profit decreases and the relationship established in the long term is definitely broken. Businesses should share their process improvements in supplier relationship management with their suppliers (Croxtton, Dastugue, Lambert, & Rogers, 2001, pp. 25-26). For example, Wal-Mart and Procter & Gamble divide their cost gains (benefits) into three. They allocate one third to Wal-Mart, one third to the supplier and one third to the customer. This example means that it is an easy way for the business to divide the profit from the cost into the financial data by dividing it to the stakeholders.

2.1.6.2. Customer Relationship

Customer relationship management (CRM) is a crucial concept, and the main reason for this is the difficult competition conditions. According to Ovalı (2005, p. 2), competition strategies based on product qualities are no longer sufficient in competition strategies. Guest and customer-oriented approaches and customer relationship management have been valid concepts in every sector and time. However, the need to manage customer relations has recently been adopted as a new understanding. Due to the technological developments, it has become easier to make customer satisfaction more effective through communication and internet and to establish one-to-one relationships. The opportunity to establish contact with more customers rather than a limited number of customers was provided. The main point that businesses should not forget in their customer relationship management practices is that, unlike quality audits, the actual evaluation of quality is given by the customer, who is the most crucial decision maker, and it is very difficult to compensate in case of a negative comment or feedback (Ciravoglu, 2006, p.56). According to Margetta (1998), with close customer relationships, organizations differentiate their products from competitors, maintain customer loyalty and significantly expand the value they provide to their customers.

Mwale (2014) underlined that customer relationship is one of the most significant practice of supply chain management. Researchers have revealed that competitive advantage is gained by the organizations through committed relationships with their customers.

In today market, customers demand customized products and personalized services so customer relationship has gained importance. That is why organizations should give importance to their customer relationship to survive in the market. Under the umbrella of supply chain, it is critical for the organization to maintain good relationship with the customers (Saber et al. 2014).

2.1.6.3. Level of Information Sharing

Information sharing is one of the basic feature of the SCM. (Özbay, 2008, p. 10). There are two elements of information sharing, namely quantity and quality, both elements are critical for SCM applications and were considered as independent structures in past studies (Monczka et al., 1998; Moberg et al., 2002). Shared information is the key for integrated supply chain. (Jarrell JL, 1998) The level of information sharing, ie the quantity dimension, expresses at what level important and private information is shared to an individual's partner in the supply chain (Monczka et al., 1998). Shared information can vary in nature from strategical to tactical (Mentzer et al., 2000). Many researchers have argued that the key to the uninterrupted supply chain makes intact and up-to-date marketing data available at every node in the supply chain (Turner, 1993; Balsmeier and Voisin, 1996; Towill, 1997; Childhouse and Towill, 2003). Information can be used as a base of competitive advantage by sharing existing data with other member in the supply chain. According to Lalonde (1998), it is one of the five building blocks that categorize information sharing in relation to a robust supply chain. Stein and Sweat (1998) stated that supply chain partners with regular information exchange can operate as a single entity. In this way, they can better understand the customer needs and therefore respond faster to the market change. Tompkins and Ang (1999) stated that the usage of relevant and on time information in the supply chain is one of the distinguishing factors in terms of competition.

2.1.6.4. Quality of Information Sharing

The quality of information sharing covers the accuracy, timeliness, adequacy and reliability of the information that flows among the relevant (Monczka et al., 1998; Moberg et al., 2002). The effect of information sharing on SCM is related to what information is shared, when, how and with whom (Chizzo, 1998; Holmberg, 2000).

The quality of information is affected by the diverse interests and opportunistic behavior of supply chain partners and information asymmetries in the supply chain (Feldmann and Müller, 2003). It has been proposed that businesses deliberately distort information that reached to their competitors, own suppliers and customers (Mason-Jones and Towill). It seems that it is critical for businesses to share minimum information with others. Because disclosure of information is perceived as a loss of power. Considering this situation, ensuring the quality of shared information becomes one of the critical aspects of effectual SCM (Feldmann and Müller, 2003). Information should be seen as a strategic asset by businesses and it should be ensured that it flows without delay and distortion.

2.1.6.5. Postponement

Postponement is the process of moving one or more transactions or processes to a much later point in the supply chain if it needed (Van Hoek, 1998; Beamon, 1998; Johnson and Davis, 1998). Postponement is an important strategy to increase agility and flexibility of supply chain management.

There are two main points to consider when developing a procrastination strategy:

1. Identifying how many steps the postponement has
2. Identifying which steps to delay

Using procrastination strategy provides businesses to be agile in creating different product, to meet changing consumer requirements and diversify a product or change the demand function (Waller et al., 2000). Keeping undifferentiated products as long as possible will increase an organization's flexibility and agility to respond to changes in consumer request. Moreover, organizations can decrease the cost of their supply chain via keeping undifferentiated inventories (Van Hoek et al., 1999).

Postponement allows the multinational corporation to rise above its competition and provide its consumers with exactly what they need - the right product, at the right price and at the right time (when they need it). The aim of procrastination, pushing the

customization of product as close to the consumer as possible and delivering it to them rapidly. Postponement is the important part of value chain, thus managing it provides companies an international time based competitive advantage.

2.2. Competition and Competitive Advantage

2.2.1. Competition Concept

Competition or motivation to compete is a basic behavior of human behavior (Over, 2003, p. 86). Competition exists in all societies around the world. When defining competition in the competition literature, it is necessary to mention three main characteristics: the competition situation between two or more individuals, the possibility of gaining or winning a return from this competition, the motivation of the person to achieve success in competition due to perceptions about himself (Connelly et al., 2014). While Nalebuff and Stiglitz (1983, p.23) are describing these 3 characteristics, the sources of individuals have emphasized the importance of issues such as increased dignity and self-confidence. In order for people to enter competitive motivation, these efforts, which require as much dedication as they believe they can succeed, must result in a reward.

Companies are organizations that are formed as a result of human intelligence and behavior and act with their management understanding. For this reason, it is normal that competitive behavior originating from people is also seen among companies. However, it is possible to observe that companies, while competing to reach the highest profit, often cause negative environmental consequences or create a consumption process with increasing pressure on natural resources, often in order to use cheap energy (Bennett et al., 2013, p. .1727).

Competition can also be effective in revealing sustainable activities. Primarily, competition enables to obtain personal benefits, provides the opportunity to reach financial benefits such as rewards and earnings, creates situations such as prestige and entertainment preferred by people (Connelly et al., 2014). Beyond that, people want to draw a picture of themselves that they are better than others and maintain this image.

People use the concept of competition without thinking deeply and leaving some points unclear, although there are various functions of the concept of competition, but few of them are emphasized. For example, while competition is qualified as a race, it is rarely mentioned that this race leads the participants to think and learn. Again, those who enter the competition will tend to learn by researching previous experiences and will produce information for the next competitor with their experiences after their own competition. Although the clarification of the concept of competition is important, it is critical to realize the importance of competition.

Competition arises more intensely between businesses as the effort to generate more revenue increases. At the supply chain level, competition means reaching resources as well as generating income, because resources are limited. Competition for supply chains can occur in different ways.

2.2.2. Competitiveness

Competitiveness determines the market shares of companies and their ability to hold in the sector. With increased competitiveness, companies can create barriers to prevent other companies from entering a market. High and strong barriers allow companies with competitive power to earn high amounts of profit (Cvitkovic, 1989, p. 29). Arrow (1962) argued that companies that invest by getting stronger with innovations will have more competitive power.

When talking about competitiveness, many variables need to be taken into account: the strength of the market leader, the number and power of competitors, how long competitors have been in that market, the speed of change of competitors (both structurally and the rate at which other companies replace them), like availability. Still, when talking about competition, looking at the number of companies in the market is a priority. Situations may differ in monopolistic markets, but firms that want to increase their profits in monopolistic competition conditions will focus on decreasing their costs as well as increasing their sales. On the other hand, there are also studies investigating the effects of management understanding on competitive conditions (Martin, 1993; Raith, 2003; Schmidt, 1997).

It is necessary to mention the impact of state intervention on competition conditions. In some markets, competitiveness by the state can be given to institutions that are predetermined. However, it was seen that the competitive power increased to a certain point with the incentives given and started to decrease after this point, even though there is an increase in the purchase of raw materials while the supply and demand are under competitive pressure, the effect of this decrease continues (Scherer & Ross, 1990, p. 299). Additionally, Sacco and Schmutzler (2011), showed that it is possible to increase competitive power in some markets with product diversity under competitive pressure. In this study, he tried to show that the relationship among competitiveness and incentives is not between competition and innovation.

It is natural to see systemic developments in markets where there is a lot of competition, because companies with superior systems will be able to exist in the market for a longer time. The most important strength of competition is that companies attach importance to development in order to survive.

2.2.3. Competitive Advantage

Competitive advantage can be defined as a company creating superiority over others, and the concrete evidence of competitive advantage is that the company is in a superior position in a sector or market.

In order for a company to perform above its competitors, it must first be able to make a difference (Porter, 1991). The basis of the strategies lies in implementing activities different from those of competitors. Competition strategies include thought, process and activities that make a difference. In terms of strategy, competition means attracting existing customers in the market as well as attracting new customers (Krugman, 1994, p. 30). In some areas, new products or services need to be completely different to be considered innovative. Strategies that handle competition correctly take into account the communication within the company and its environment, make the right decision on how to use technology, and improve its performance by using performance measurement tools in the most appropriate way.

The probability of success of a company depends on how successful the company is in meeting the needs of the target market. But at the same time, companies that can exceed the needs and expectations of the target market will gain more competitive advantage. For example, in a multi-product production example, long-term profitability can be improved by correctly evaluating the product mix of strategies. In addition, current demand and capacity do not always guarantee profit maximization. Understandable analysis of the current situation and predictions about the future of the markets help producers to better identify strategies that can provide competitive advantage. Competitive advantage arises when the product or service offered by the customers targeted by the firm is perceived to be better than those offered by its competitors.

Businesses have to make a profit to continue their operations, and where competition exists, there will be other companies that want to share their profits with them. Companies will get a share of the profit in proportion to the success of their strategy. Therefore, the strategy of businesses plays an important role. Objectives and goals such as deciding on the products and services offered to customers, how the company will position itself against customers and competitors, and how to choose which strategy and how to implement it, are taken into account in the strategic decision-making process.

It is said that competitive advantage does not have a general meaning or definition in the field of application and marketing (Day & Wensley, 1988, p.2). Although there are more specific definitions of competitive advantage, it is simply the advantage a firm has over its competitors. Beyond this, competitive strategy has many aims, such as bringing the employees to a more competitive position (Porac & Thomas, 1990). Although there are many known and conceivable methods for developing competitive strategies, there is less research on how managers develop competitive strategies. A competitive strategy needs serious research and time to analyze all competitors and show an advantage (Porter, 1991). When competitors' strategies with broad perspectives are combined, organizational behavior models, financial structures and marketing techniques come together to create more complex structures. Nevertheless, studies have shown that managers try to simplify the competitive

environment by grouping competitors with similar behavior (Porac & Thomas, 1990, p. 229). In parallel with this, the definition of competitor company has turned into a categorization process. Another method of understanding the competitive environment by simplifying it is to distinguish between companies with a customer-oriented perspective and companies with a competitor-oriented perspective (Day and Wensley, 1988). In fact, although the ideal is for companies to blend these two perspectives and balance them in the most appropriate way for them, studies show that most of the businesses focus on one or the other of these perspectives (Day & Wensley, 1988, p.3). While gaining competitive advantage, attention should be paid to differences that will provide advantage. While gaining competitive advantage, it is often necessary to pay attention to the structure of the sector, products, market structure, customers, strategies and communication techniques used.

According to Latunreng and Nasirin (2019), Organizations must implement flexible SCM practises to sustain in the marketplace for a long term and to enjoy the increased revenue. Thereby, organizations should deal with the present challenges to gain flexibility in their SCM. Through this way they can reach competitive advantage.

The most important question regarding competitive advantage has been how this advantage can be obtained and sustained by companies with the right strategies. Looking at the 5 power models created with this understanding, it is seen that competitive powers can determine the long-term profit potential. The same benefit can be provided to other partners and participants, regardless of the sector, and the threats to be caused by new entrants to the market, the threats to be created by substitute products, the bargaining power of the suppliers, the bargaining power of the customers and the violence of the competition among the competitors should be taken into consideration while taking a defensive position.

According to another approach created to gain competitive advantage, the entrepreneurial advantages arising from the company increase exponentially with the efficiency and productivity advantages. According to this perspective, which is often referred to as a resource-based perspective, the flow of ideas emphasizes the special capabilities of companies, and assets become the main determinants of firm performance by acting as an isolation mechanism. In other words, the company can

present more barriers according to the amount of assets and new ideas can determine the unique strengths and characteristics of the companies. Firms that can collect talent and resources are rare, but if they do so with an understanding that is difficult to substitute and imitate, they will gain more competitive advantage with other companies they compete with.

Resource-based approach is based on teaching firms that competitive advantage can be achieved by providing resource superiority by approaching firms' resources from different angles. The resources of companies grouped under four headings as physical, financial, human and organizational resources. It should also be noted that although their perspectives on resources are quite wide, their presence is sufficient to create competitive advantage. For a company to achieve competitive advantage by using its resources, its resources must be more valuable than others. Companies whose resources are different from others can gain an advantage (Peteraf, 1993, p.181). Scarcity of resources can also allow gaining competitive advantage by using resources, because companies holding resources will have an advantage over other companies (Barney, 1997). Continuity of resources provides a serious competitive advantage, especially in environments where resources are volatile or non-stockable and where resources are eroded even if stocked over time. The unmovability of resources also provides a competitive advantage to companies that are close to resources (Peteraf, 1993, p.182). It is possible to show materials such as iron and steel, which are very costly to transport, as an example. The fact that resources are non-substitutable is another factor that will provide competitive advantage. In the emergence of competitive advantage, the structure of the market and the capabilities of the companies play an active role as well as the structure of the resources. For example, whether a resource is easily imitated by other companies affects the competitive advantage.

A third approach emerges as the "dynamic capabilities approach". It focuses on developing specific competitiveness and the ability to adapt to changing environments by revealing the internal and external strengths of the firm. The dynamic nature of the environment in which the business is located is one of the critical determinants of the competitive advantage, and the factors that can affect a large part of the competitive

advantage such as imitation, entering the market, and the recognition of substitute goods are the dynamics of the market.

The “relational approach”, which is another approach to create a competitive advantage by making a difference, deals with the issues such as the competitive advantage that can be achieved through corporate learning through agreements that companies will come together to make (Dyer & Singh, 1998). The relational approach assumes that the critical resources of the firm can exceed the boundaries of the firm. Besides, the business partners who want to make specific investments by creating profits with the changes that efficiency can create on the value chain can gain competitive advantage as a result of this relationship. Companies that combine their resources with effective methods gain competitive advantage over companies that cannot or are reluctant to do so.

“Capacity-based approach”, also known as talent-based approach, argues that the competitive advantage of the company will derive from its potential. Different researchers have used different expressions to describe competition based on potential. However, the basic expressions defining the sources of this competition can be summarized as "distinctive talents, organizational capabilities, dynamic capabilities, the abilities that the company focuses on to develop and the competencies of the company that provide competitive advantage". Generally, there are four expressions defining the capabilities of companies: managerial, input-based, transformational, and output-based capabilities (Lado et al., 1992, p.79).

Competency-based competition understanding, that businesses should focus on their processes while creating their strategies, competitive success depends on the ability of the company to transform its capabilities according to changing strategies, that its companies make strategic investments to support their infrastructure while creating their capabilities, and that the competence-based strategy is created by the top manager, although the competitive advantage depends on the whole company. argues that it is necessary. Companies focus on business processes does not mean that they focus on products or services. The entire work done is divided into phases and observed. Companies need to adapt to the changing market conditions and the changing demands of customers to be successful. Firms make their strategic investments to reinterpret the

traditional strategic understanding or to change it completely. Different departments within companies may be operating with different operational techniques. Still, the top manager should determine the strategies, but the managers of the departments that align the strategies according to the departments.

2.2.3.1. Determinants of Competitive Advantage

Competitive advantage has become a strategic goal of each enterprise in order to beat its competitors and win new markets and customers.

Price/cost, quality, delivery dependability, and time to market were recognized as competitive capabilities (Fawcett & Smith, 1995; Vokurka, Zank & Lund 2002; Tracey, Vonderembse & Lim 1999).

The five determinants of competitive advantage which defined in detail below most applicable to this research are:

- Price/Cost
- Quality
- Delivery Dependability
- Product Innovation
- Time to Market

2.2.3.1.1. Price/Cost

In the service sector, price is an important component of the marketing mix as it affects the valuation of the customer in making the purchasing decision. While making the customer price evaluation in the service sector, it also evaluates the quality of the service to be received. Therefore, in order to obtain a sustainable customer choice in the service sector, it is important to balance the price, service quality and customer expectation level at an optimum level. The point to note here is whether the price and service quality are directly proportional. The critical issue for businesses, especially in

the service sector, is the risk that customers can easily forgo service purchases due to the deterioration of the balance between price and service quality.

Kotler (2002: 10) defined the areas covered by the price component of the marketing mix, list price, discounts, allowances, payment period, loan terms.

Price, on the other hand, is seen as a strategic component that is effective in making decisions about how the service and brand will be positioned in the market, what kind of image will be created and how to pursue a competitive strategy. The price can be directly affected by the dynamics of the market, such as customers and competitors. This situation reveals the price as an effective strategy and tactical tool (Goncalves, 1998: 1-80).

It is difficult to say that the control of enterprises over the price to be determined is always unlimited, and here it can be said that the degree of control varies according to various conditions, elements and market conditions, supply and demand conditions. In economic structures where prices are regulated by the state, it is difficult to see that producers and distributors cannot follow their own pricing policy and have an effective control right. While determining the price of the service to be offered, the company representative is affected by various factors. The main factors of these factors are financial and demand conditions, competitive situation, targeted market share, adopted price strategy and other components of the marketing mix (Mucuk, 1993: 225).

There are various approaches in determining the basic price. These approaches are called pricing methods. These methods are pricing on a cost basis, pricing on a demand basis, and pricing on a competitive basis. An important issue to be considered here is the new product pricing. In the production of a really new or significantly new product or service that will be introduced to the market for the first time, price determination can be used as a tool to discourage potential competitors from developing similar products and entering the market. Businesses can follow two different strategies in new product pricing, namely, skimming the market and entering the market depth (Akat, 2008: 125).

Another pricing strategy that businesses can implement is the psychological pricing strategy that focuses on unusual demand situations as a result of examining customer behavior. The methods that can be applied in psychological pricing strategy that provide psychological superiority to the business in customer perception and competition are as follows;

1. Fractional pricing
2. Fixed price pricing
3. Prestige pricing
4. Pricing via quantity discount

There are also different service delivery practices that are frequently encountered in the service sector and offered as a service package. Here, the company can pack ancillary services in addition to the main service and offer them to the customer. Here, too, businesses apply the price bundling strategy. In the price bundling strategy, enterprises can apply mixed-lead supervision, mixed-combined bunching or pure bunching methods (Öztürk, 2013: 83).

2.2.3.1.2. Quality

Quality can be defined “the ability of an organization to offer product quality and performance that creates higher value for customers” (Koufteros, 1995).

Quality is expressed as a perception that makes it easier for the business to be more effective and selected by the customers. Quality brings together the elements that play an important role in the success and development of the enterprise, and plays an important role in providing and maintaining competitive advantage. Therefore, quality can be considered as the factor that should be in anyway to provide competitive advantage (Çelik, 2010: 5-15).

2.2.3.1.3. Delivery Dependability

Li et al.(2006) defined delivery dependability as “the ability of an organization to enable on time, the type and volume of product required by customers.”

SCM implementations affect competitive advantage like organizational performance. It is expected that organizations increase their competitive advantage through cost, quality, delivery reliability, time to market, and product innovation. Studies on the subject have reported that components of SCM applications have a significant effect on elements of competitive advantage. For instance, improved supplier performance, shorten time to market and increased customer responsiveness (Ragatz et al., 1997), customer satisfaction (Power et al., 2001) depend on strategic supplier partnerships.

2.2.3.1.4. Product Innovation

Innovative businesses are successful in introducing new products and services that can create different values for their customers than their competitors. It is inevitable for the business, which cannot create a sustainable value for its customers, to withdraw from the market by falling behind in competition. In addition, the value that is thought to be created does not mean anything if it cannot find a response and be felt by the customer.

A product innovation is the creation of a new or significantly differentiated product or service based on its features or intended uses. This includes significant advances in technical specifications, components and materials, internal software, user-friendly or other functional features (OECD, 2005: 156).

Different methods can be applied in product innovation (OECD, 2005: 80):

- Use of new materials
- Use of new intermediates
- Use of new functional parts

- Use of radical new technologies
- Use of basic new functions (basic new products)

Product or service innovation can be identified as the application and commercialization of a product or service with improved performance characteristics to provide objective new or improved products or services to the consumer (OECD, 2005: 9).

It is seen that studies involving innovation in the service sector differ according to the production sector and are more difficult. Innovation; it may include changes in equipment, technology, human resources, working methods, or a combination of these. Therefore, businesses operating in the service sector, which will create an innovative structure, need to develop their competencies and resources in these areas.

It is possible to cite machinery, equipment and consumables wholesalers, logistics service companies, postal and communication services, banks, software consultants and suppliers, technical consultancy businesses, advertising and marketing companies as examples of enterprises that can show a technology-oriented innovative approach in the service sector (OECD, 2005: 33).

Today, many production companies build their messages on service. Customers also make their purchasing decision by evaluating the service provided besides the benefit of the product.

Service innovation is the new object of a largely intangible and beneficial change process and aims to create better value for customers and service providers and is developed by using the knowledge and skills of service providers and customers in simultaneous interaction (Lehtinen and Jarvinen, 2015: 172).

2.2.3.1.5. Time to Market

Li et al.(2006) defined time-to-market as “the ability of an organization to introduce new products faster than major competitors.” Thus, it can be said that time-to-market provides businesses competitive advantage against their competitors and also increase their organizational performance.

Businesses that produce high quality products can charge high prices. Thus, it can increase the profit margin on sales and return on investment. Businesses with short time-to-market and rapid product innovation can be first to market. So, they can have a higher market share and sales volume. As a result, it can be said that there is a positive relationship among competitive advantage and organizational performance.

2.2.3.2. Competitive Advantage Strategies

There are two competitive advantage strategies which are:

- Cost Leadership strategies
- Differentiation strategies

This part of the study aims to define the role of Cost Leadership strategy and Differentiation strategy to create competitive advantage in facing business competition and with competitive advantage possessed able to improve business performance.

2.2.3.2.1. Cost Leadership Strategies

Cost leadership, based on scale efficiency in the establishment of facilities (economy of scale), tight control of costs and overheads, achieving strong cost reductions with existing experiences (experience economy), reducing small customer accounts and R&D, service, sales force requires regulations to minimize costs in areas such as advertisements. By focusing on these basic principles, it is thought that management's control over costs can be achieved. In addition, achieving lower costs compared to competitors, without ignoring service quality and other competitive areas, is seen as the main factor that determines the strategy (Porter, 1985: 44).

Here, what should be understood from the economy of scale is that there is a decrease in average unit costs due to the increase in the amount of a certain economic activity, and experience economy can be expressed as the decrease in average unit costs caused by the increase in the cumulative level of a certain activity and the experience gained.

Cost leadership strategy in essence; It is correct to define it as "it is a strategy where businesses try to create more value than their competitors by focusing more on

internal efficiency, reducing service and product costs, and without compromising product and service quality". In this way, the company aims to provide competitive advantage against its competitors. The point to be considered here is whether the efficiency and low cost strategy is sustainable or not in order to achieve real advantage (Arslan, 2012: 477). In this strategy, the company can offer some of its products or services to the customer at lower prices in its total volume and ultimately aims to achieve a higher market share in the total market. This will also provide an advantage to the business in terms of profitability.

The fact that businesses obtain their supplies from low cost resources has an important role in following this strategy. In this context, while analyzing the cost situation, an enterprise has to divide the business activities into groups and evaluate the factors affecting the costs of each activity group separately. At this point, the economy of scale, experience economy, technological superiority, correct use of resources and policies regarding all of these can be determinative.

As a result, it is also important to ensure sustainability at low costs and to achieve this, it is critical to meet the requirements such as the correct design of the processes, strict control of cost resources and employee control, the correct transfer of the necessary capital to the right places and the use of technology on site. In order for these to happen, the organizational structure must be designed correctly and the authorities and responsibilities must be fulfilled fully and on time.

Firms that follow this strategy must be good at engineering, purchasing, manufacturing, and logistics. In marketing, it may be sufficient to fulfill the standard criteria. The problem is that when competitors find lower cost levels, businesses that make up the entire situation strategy on cost leadership face the risk of loss (Kotler, 2002).

2.2.3.2.2. Differentiation Strategies

Another of the general competitive strategies is the differentiation strategy. Differentiation strategy can be expressed as creating what can be considered unique in the whole industry by differentiating the products or services that businesses offer.

Approaches to differentiation strategy can take different forms. Differentiation studies in design or brand name, technology, product features, customer service, vendor network or other issues can be given as examples. High profitability for businesses that adopt differentiation strategy; maintaining its policy by developing new products, innovative promotional activities, customer service, etc. Using them in the departments also makes it difficult for new competitors to enter the market (Göl, 1995: 39).

In the differentiation strategy, which is a strategy implemented by businesses with an innovative structure, businesses focus on creating competitive advantage by trying to be a pioneer in the market with the innovations they create in their products and services. If there is a structure with a high rate of market change, differentiation strategy can be a suitable tool for gaining competitive advantage.

Here again, an important issue to be considered is to ensure sustainability. Here, too, the level of technological competence and strong in-house creativity potential are important. In addition, the value effect of differentiation on the customer is another issue that needs to be measured. Therefore, all activities carried out within the enterprise should contribute to this value.

In the differentiation strategy, the marketingability, product and service development capability and technological competence of the enterprise are important. In addition, in terms of strong inter-unit coordination and creative human resources, talent management appears as a requirement for businesses that will implement differentiation strategies.

When the issue is handled in terms of these requirements, it is also important that the business has unique and multiple resources in terms of sustainability. Using different resources as the basis of differentiation strategy has a great effect on sustainability (Porter, 1985: 159).

Businesses can apply differentiation strategy in different ways;

- Performance of the product and service: The performance to be demonstrated should offer a unique benefit to the customer compared to

the competitors. Thus, different perception and preference of the product and service by the customers can be achieved.

- Perception of product and service: Perception is important for the bond to be established with the customer. This link can be created through promotion activities, brand strategy and customer experience.
- Product and service expansion: The additional benefits offered to the customer together with the product and service increase the value perceived by the customer.

On the other hand, the brand image of the enterprise, its technological superiority, product and service features, distribution channel network and customer services are also important factors that cause the business to differentiate (Arslan, 2012: 480).

The steps to be followed by the enterprises that will apply the differentiation strategy can be specified as follows (Porter, 1985: 162-163);

1. Identification and analysis of real buyers
2. Defining the buyer's value chain and the impact on the firm
3. Determination of buyer's purchase criteria / criteria
4. Assessing the current and potential resources of the firm within the value chain
5. Identifying the cost of current and potential sources of differentiation
6. Testing the differentiation strategy chosen for sustainability
7. Reducing the costs of activities that will not affect the selected forms of differentiation

2.3. Organizational Performance

2.3.1. Definition and Importance of Organizational Performance

Organizational performance and performance concepts consist essentially of similar elements and there are no distinct differences between them. Performance in general terms; It is a concept that reveals qualitatively and quantitatively the outputs obtained at the end of a previously targeted and planned process. On the other hand, performance at the organizational level is the evaluation of all the efforts of the organization in order to reach its goals (Akal, 2005: 1).

Khandwalla (1977: 572) defines organizational performance as "the success of the organization as a whole in accomplishing something". Organizational performance means that productive resources, for example; it is the effective combination of human, physical and capital resources to achieve a common output (Koh, 2010: 8). In other words, organizational performance is an indicator that measures how well an enterprise achieves its goals (Lin and Kuo, 2007: 1069). Elitaş and Ağca (2006: 347) described organizational performance as a complex and reciprocal relationship between some performance indicators such as quality, efficiency, innovation, profitability, effectiveness and the quality of the working environment.

The first distinction in techniques used for evaluating organizational performance is based on the abstract and concrete criteria. Abstract, ie subjective evaluations, are mainly related to measuring the perception of the stakeholders of the organization regarding performance. Concrete, that is, objective evaluations, on the other hand, are measures that consist of financial data and do not include subjective judgments (Altuntaş and Dönmez, 2010: 56). Another distinction in organizational performance measurement techniques is regarding to the organization evaluation by internal and external perspectives. While internal evaluation consists of indicators related to stakeholders in the organization; external evaluation consists of indicators regarding stakeholders outside the organization such as competitors, suppliers and customers (Altuntaş and Dönmez, 2010: 57).

According to Cingöz (2011: 146), organizational performance helps to determine the extent to which it is close to the previously agreed goals and objectives, how well it is performed compared to other competitors in a given period, and in general terms the position of the organization. For this reason, performance measurement is a sensitive issue on which all organizations attach great importance and

bring many benefits. Yüreğir and Nakıboğlu (2007: 546) list what organizations gain from performance evaluation processes in their study:

- To serve as an early warning system in the detection of situations that are likely to cause serious losses,
- In order to increase the quality of the organization's products and services; To provide information about the satisfaction levels and wishes of internal and external stakeholders and to establish predetermined value ranges about the quality degrees of internal processes,
- To create a comparison mechanism with other organizations operating in the same market and the working processes of those organizations, and thus to measure the success level of the organization compared to its competitors
- Ensuring that internal processes are better understood by everyone, and if any, problems that hinder the process are revealed and improvements are made in these processes,
- To create equality in the accessibility and sharing of organization services,
- Moving away from subjectivity in the evaluation of organizational processes; providing better quality decision-making mechanisms by creating objective and quantitative decision making opportunities,
- To assist the organization's budget management and planning activities,
- To support the organization's short and long term strategic goals,
- To ensure the creation of evaluation methods free of prejudices that will enable the employees to increase their motivation and performance.

2.3.2. Scope of Organizational Performance

Organizational performance includes the measured real outputs of an organization against its targeted outputs (or goals and objectives). Many organizations

have attempted to manage organizational performance by using the balanced scorecard method where performance is tracked and measured in multiple dimensions such as:

- Marketing Performance
- Financial Performance

2.3.2.1. Marketing Performance

Market-based performance measures are one of the most frequently used performance measures in the performance literature in recent years (Carton and Hofer, 2006). The marketing performance of a business is the market equivalent of the products and services it offers to the market as a whole. What is striking here is the quality and quantity of the products offered to the market to obtain this share rather than the market share of the business.

Once the plans are implemented, it is necessary to make sure they work well. No marketing activity can be carried out completely and accurately without monitoring and evaluation system (Adcock et al., 2001: 422, Mucuk, 2001: 279). Performance measurement is a requirement for success and contributes to the detection, acceptance and correction of wrong, defective and erroneous practices. In addition, it is a prerequisite to determine the current performance so as to be better than the current situation and to provide improvement (O'sullivan, 2007: 26-36).

Evaluation and control of marketing is one of the most overlooked activities in marketing practice. This situation arises from factors such as the difficulty of establishing standards for the control of marketing, the emergence of complex problems in order to control the marketing performance and the personnel who set up the control systems, the resistance of marketing activities to traditional control concepts (profitability, sales, etc.) (Lancaster and Massingham, 1993: 324). In addition, it should be noted that marketing performance is difficult to measure because of the abstract nature of marketing activities and the resulting situations (Seggie, Cavusgil and Phelan, 2007: 834). Moreover, it is not possible to talk about the existence of the most accurate marketing performance measurement criteria. However, according to one view, it is

stated that a bad performance measurement system is better than the absence of a performance measurement system (Brooks and Simkin, 2011: 3).

Since the measurement of marketing performance is an important task and area of interest of marketing academics and practitioners, valuable marketing performance measurement tools need to be developed and identified. Marketing performance measurement tools should be simple enough, useful, and comprehensive enough to measure marketing performance (Azam and Qamar, 2011: 428).

In addition, ensuring the importance and effectiveness of marketing in a business is only possible by demonstrating the role of marketing activities in performance (Gupta, 2009: 169, Mills, 2010). The contribution of marketing activities to performance is an issue that needs to be examined in terms of responding to the criticism of credibility and accountability brought to marketing. By developing performance measurement tools, systematically collecting information, analyzing and disseminating the results to the organization, the performance increases and marketing is contributed to a more convincing discipline (Gao, 2010: 25-40, Da Gama, 2011: 643).

Marketing's lack of responsibility for the results threatens the credibility of marketers, the position of the marketing function within the business, and even the existence of marketing as a distinct talent of the business. Therefore, developing methods to show how marketing costs contribute to performance results will show that marketing is essential in the business, and more importantly, it will increase the business performance (Rust et al., 2004: 76). Accordingly, as a result of associating marketing efforts with performance indicators (firm value, financial performance, etc.), it will contribute to the development of interactions between marketing academics and practitioners (Lehmann, 2004: 73).

2.3.2.2. Financial Performance

It refers to the financial performance of the company, the measurements regarding the changes in the financial condition and the financial outputs arising from management decisions and the degree of implementation of these decisions by the

organization's members. These measurements and practices determined show the obtained outputs as good or bad (Carton and Hofer, 2006).

The concept of performance included in financial performance, the output that determines the achievement of the goals and the resources used in the production of outputs; the level of achieving a specified goal; It is defined as the efficiency and effectiveness of a purposeful activity (Elitaş & Ağca, 2012, p. 347). In addition, they define it as a complex interrelation between some performance indicators such as effectiveness, productivity, quality, quality of working life, innovation and profitability. Based on these definitions, can be defined performance as a concept that determines the output or what is obtained as a result of any activity, either quantitatively or qualitatively (Elitaş & Ağca, 2012, p.347).

The concept of financial performance refers to the values that should be interpreted by looking at the financial statements of the institution and the situation that can be understood from the relationship of these values. In other words, it can be said that financial performance is the result of evaluations arising from the interpretation of financial data of institutions. Financial performance is the reflection of the findings and results obtained from the relocation of these resources after the management of the financial resources needed by the institutions. In other words, when the financial performance of an institution is mentioned, the financial values of that institution are considered. This set of values expresses financial performance to us. When it comes to financial performance, the assets, liabilities, equity capital, total incomes and expenses, net income data and the relationship between these data are understood. The financial performance of institutions can move positively or negatively. This situation emerges as a natural result caused by many factors inside or outside the institution. The sustainability and growth of institutions is directly proportional to their success in the competitive environment. The competitiveness of the institution can also be understood by looking at its financial performance. According to Akgüç (1995: 3), everybody acknowledges how central economic enterprises are in directing social life in the modern world. The development of the capital market, the need of money-credit institutions to rely on more solid foundations in funding, and the growth trend of enterprises have placed financial analysis in an extremely important position today. In

this direction, institutions measure and analyze their financial performance periodically. If the results obtained after the measurement and analysis are satisfactory for the institution, the institution can move forward towards new goals. Otherwise, institutions should take measures and find solutions to solve problems in order to achieve higher performance results.



3. THEORETICAL MODEL AND HYPOTHESIS

3.1. Theoretical Model

Figure 2 shows the developed SCM framework. The framework suggests that SCM implementations will have an effect on corporate performance both directly and indirectly through competitive advantage. SCM application is conceptualized as a 5-dimensional structure. These 5 dimensions; "Strategic supplier partnership", "customer relations", "information sharing level", "quality of information sharing" and "postponement".

Competitive advantage and organizational performance are concepts that have been functionalized in the current literature (Li et al., 2006). Using the support of the literature, expected relationships between SCM applications, competitive advantage and organizational performance are discussed and hypotheses related to these variables are developed.

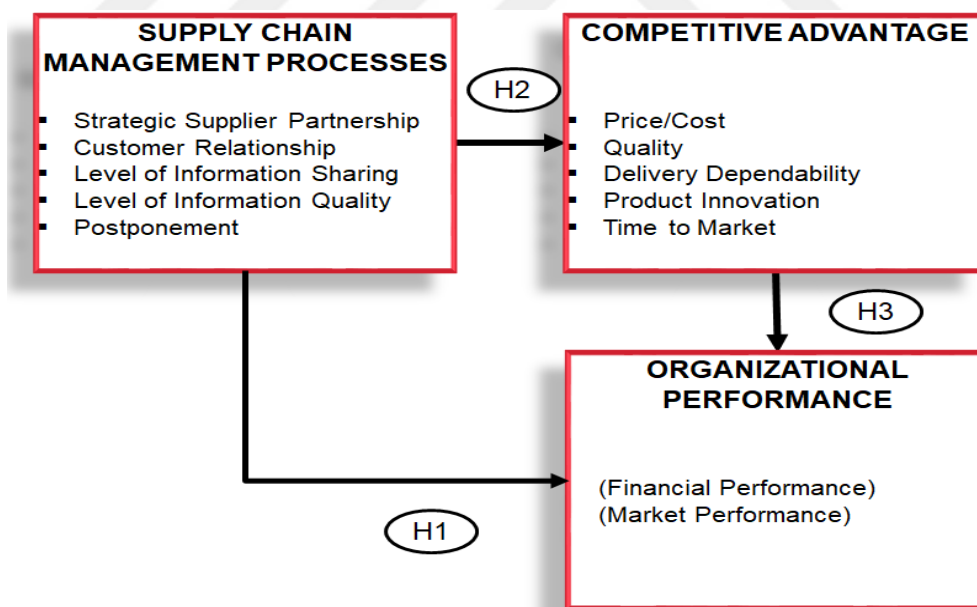


Figure 1.Research framework

3.2. Hypotheses

As it is mentioned by Shin, H., Collier, D.A., Wilson, D.D. (2000), Dyer & Singh (1998), Salazar (2012) and Ploenhad et al. (2019), the SCM framework developed in this study suggests that SCM processes have a direct effect on the overall financial and marketing performance of an organization. Li et al. (2006) indicated that SCM processes have a bottom-line effect on the organizational performance and SCM implementation develop financial and marketing performances of organizations directly in the long run. Organization's market share, return on investment and competitive position are improved through SCM implementation (Carr AS, 1999, Stanley LL, 2001). For example, it was reported that in terms of financial performance, strategic supplier partnership yields organization significant benefits. Significant improvement in organizational performance was provided to organizations via customer relationship practices (Tan KC, Kannan VR, Handfield RB. 1998; Mwale H. 2014; Saber et al. 2014). It was underlined that the lower total cost, the higher-order fulfillment rate and the shorter-order cycle time were provided organizations through the higher level of information sharing (Lin F, Huang S, Lin S. 2002).

Based on information detailed above; H1, H1a, H1b, H1c, H1d, H1e hypotheses were formed like below:

H 1. Firms with high levels of SCM practices will have high levels of organizational performance.

H1a. Firms with high levels of strategic supplier partnership will have high levels of organizational performance.

H1b. Firms with high levels of customer relationship will have high levels of organizational performance.

H1c. Firms with high levels of level of information sharing will have high levels of organizational performance.

H1d. Firms with high levels of level of information quality will have high levels of organizational performance.

H1e. Firms with high levels of postponement will have high levels of organizational performance.

It is critical for businesses to effectively manage their supply chain functions in order to exist in a competitive market. SCM processes effect competitive advantage of an organization. Li et al. (2006) indicated that the implementation of SCM processes provide the organization a competitive advantage on the basis of cost, quality, dependability, flexibility, and time-to-market dimensions. SCM improves a competitive advantage of organization via price/cost, quality, delivery dependability, time to market, and product innovation. Prior studies indicated that SCM practise, such as strategic supplier partnership has an effect on various aspects of competitive advantage such as price/cost. For instance, strategic supplier partnership improves supplier performance, reduce time-to-market (Ragatz et al., 1997), and increases the level of customer responsiveness and satisfaction (Power et al., 2001;Saber et all., 2014). Information sharing provides organizations to high levels of supply chain integration (Jarrell JL, 1998),through enabling organizations to make dependable delivery and introduce products to the market rapidly. Information sharing and information quality are related to customer satisfaction (Spekman RE, Kamauff Jr JW, Myhr N, 1998) and partnership quality (Walton LW. 1996).

Postponement strategy increases the flexibility in the supply chain and balances global efficiency and customer responsiveness (Van Hoek RI, Voss RI, Commandeur HR. 1999).In recent studies, Ploenhad et al. (2019), Latunreng W., Nasirin C., (2019) and Yanya M., MahamatN.(2020) also suggested organizations to adopt well managed supply chain practices to gain competitive advantages.

Based on information detailed above; H2,H2a,H2b,H2c,H2d,H2e hypotheses were formed like below:

H 2. Firms with high levels of SCM practices will have high levels of competitive advantage.

H2a. Firms with high levels of strategic supplier partnership will have high levels of competitive advantage.

H2b. Firms with high levels of customer relationship will have high levels of competitive advantage.

H2c. Firms with high levels of level of information sharing will have high levels of competitive advantage.

H2d. Firms with high levels of level of information quality will have high levels of competitive advantage.

H2e. Firms with high levels of postponement will have high levels of competitive advantage.

In general, parameters such as higher quality, lower prices, higher dependability, and shorter delivery time are important for the organization when compared it to its competitors. Through mentioned capabilities organizations enhance their overall performance (Mentzer JT, Min S, Zacharia ZG. 2000). Competitive advantage leads to economic performance, customer satisfaction and loyalty and relationship effectiveness. Brands with increased sales and profitability are those with higher consumer loyalty. (Moran WT. 1981). An organization which offers high quality products increases its profit margin on sales and return on investment. Short time to market and rapid product innovation provide to organization to be the first in the market thereby enjoying a higher market share and sales volume. Li et al. (2006) indicated that the higher levels of competitive advantage leads to improved organizational performance. Similiarly, Ploenhad et al. (2019) argued that increased competition in the market is necessary to gain a competitive advantage over competitors in the market. Through this way gained competitive advantage can lead the organization to improved financial performance. They underlined that competitive advantage has a positive relation with organizational performance. In the light of mentioned information, it can be suggested that there is a positive relationship among organizational performance and competitive advantage can be suggested.

Based on information detailed above; H3,H3a,H3b,H3c,H3d,H3e hypotheses were formed like below:

H 3. Firms with high levels of competitive advantage will have high levels organizational performance.

H3a: The higher the level of price/cost will have high levels organizational performance.

H3b: The higher the level of quality will have high levels organizational performance.

H3c: The higher the level of delivery reliability will have high levels organizational performance.

H3d: The higher the level of product innovation will have high levels organizational performance.

H3e: The higher the level of time to market will have high levels organizational performance.



4. RESEARCH METHOD

4.1. Research Design

The research design employed a questionnaire which was developed to measure the constructs in the study.

4.1.1. Measurement Instruments and Questionnaire Design

The questionnaire which was adapted from previous studies was developed and incorporated into the theoretical model with acceptable validity and reliability levels and necessary adaptations were done to suit in Turkey context.

The survey was distributed to different demographic groups of people with a variety of backgrounds. Multi-item measures from previous research in literature were employed in the questionnaire that were defined in table 2. In addition, in the questionnaire form, socio-demographic questions such as gender, age, etc were also asked.

Table 2. Constructs in the study and their sources

CONSTRUCT	SOURCE	QUESTIONS
“Supply Chain Management” (SCM)		
“Strategic supplier partnership” (SSP)	Li et al., 2006	6
“Customer relationship” (CR)	Li et al., 2006	5
“Level of information sharing” (IS)	Li et al., 2006	6
“Level of information quality” (IQ)	Li et al., 2006	5
“Postponement” (POS)	Li et al., 2006	3
“Competitive Advantage” (CA)		
“Price/cost”	Li et al., 2006	2
“Quality”	Li et al., 2006	4
“Delivery dependability”	Li et al., 2006	3
“Product Innovation”	Li et al., 2006	3
“Time to Market”	Li et al., 2006	4
Organizational Performance (OP)	Li et al., 2006	7

4.2. Data Collection, Sampling and Analysis

Questionnaire method were used as a data collection tool in the research. For this, the scales developed by Li et al. (2006) were used.

Convenience sampling method was used. Sample size was determined via following formula:

$$n = p \cdot q / (e/z)^2 = 0.50 \cdot 0.50 / (0.062/1.96)^2 = 250 \text{ participants.}$$

(Confidence level: 0.95, tolerance level: 0.062, max. variance $p=q$: 0.50)

At first stage, a pilot study was conducted on 30 people and it was seen that the questions were understandable.

After pilot study, survey was shared with about 1.000 companies registered in the Istanbul Chamber of Industry and the companies in the Kocaeli region which are among the top 500 companies in Turkey covering diverse industries including automotive, energy, durable consumption, food&beverage and so on. Data was collected from identified companies between January 2021 and July 2021. Key respondents have a deep understanding about their supply chain initiatives; thereby they have a title such as supply chain manager, operations manager, director, vice president or CEO/president. The number of samples was determined by considering ten times the variables covering the scales. During the study, questionnaire was delivered to the participants via e-mail. It was planned to reach a total of 250 people. The data obtained from the study were analyzed with SPSS 21.0 Package Program. Mean, standard deviation and percentage distributions were given as descriptive statistics. Exploratory Factor, Reliability and Regression analysis were applied to determine the relationships between groups.

5. FINDINGS

The main outcomes of the analysis were put forth in this chapter which consists of three parts. Initially, the sample and the descriptive statistics were summarized. Secondly, the outcomes of the factor and reliability analyses were explained for each dimension. Finally, the results of the regression analysis were demonstrated in order to investigate the relationship among the hypotheses and the constructs of the model.

5.1. Descriptive Analysis

The survey was conducted with 253 male and female respondents. None of the questionnaires had missing data therefore all the responses were valid. The results of the descriptive analysis for the sample are demonstrated in the Table 3. Of the participants, 59.7% (n=151) were male and 40.3% (n=102) were female. It's seen that the ratio of males is slightly higher than females. 5.9% (n=15) of the participants were 25-30 years old, 4.0% (n=10) 31-35 years old, 21.7% (n=55) 36-41 years old and 68.4% (n=173) are in the age distribution of 42 years and above. It's seen that the ratio of 42 years and above old is quite high than the others. 13.0% (n=33) of the participants were in high school, 44.3% (n=112) graduate and 42.7% (n=108) master/doctorate education. It is seen that the participants mostly have a university or higher education level. Of the participants, 77.9% (n=197) were married and 22.1% (n=56) were single. It's seen that the ratio of married is quite high than single. Of the participants, 41.9% (n=106) senior management, 5.9% (n=15) finance, 7.9% (n=20) accounting, 2.0% (n=5) marketing, 5.9% (n=15) sales, 16.2% (n=41) supply chain management, 5.9% (n=15) purchasing, 4.0% (n=10) worked in planning, 4.0% (n=10) logistics, 2.0% (n=5) operations and 4.3% (n=11) other departments takes. It's seen that the ratio of senior management is quite high than the others. Of the participants, 10.3% (n=26) were general managers, 9.9% (n=25) assistant general managers, 39.9% (n=101) directors, 32.0% (n=81) are managers and 7.9% (n=20) are in other positions. It is seen that the participants are mostly in senior executive and managerial position. Of the companies they work, 11.9% (n=30) food and beverage, 7.9% (n=20) durable consumption, 5.9% (n=15) tissue paper, 2.0% (n=5) cardboard, 11.9% (n=30) automotive, 7.9% (n=20) energy, 10.3% (n=26) electrical-electronics, 10.3% (n=26) cosmetic, 4.0% (n=10) hygiene, 5.9% (n=15) logistics, 4.0% (n=10) works in construction, 2.4% (n=6) services and

15.8% (n=40) other fields of activity. It's seen that the ratio of food&beverage and automotive sectors are higher than the others.

Table 3.The descriptive statistics

Gender	Frequency	Percent
Male	151	59.7
Female	102	40.3
Total	253	100.0
Age	Frequency	Percent
25-30 years	15	5.9
31-35 years	10	4.0
36-41 years	55	21.7
42 years and above	173	68.4
Total	253	100.0
Education	Frequency	Percent
High School	33	13.0
Graduate	112	44.3
Master/Doctorate	108	42.7
Total	253	100.0
Marital Status	Frequency	Percent
Married	197	77.9
Single	56	22.1
Total	253	100.0
Department in the Company	Frequency	Percent
Senior Management	106	41.9
Finance	15	5.9
Accounting	20	7.9
Marketing	5	2.0
Sales	15	5.9
Supply Chain Management	41	16.2
Purchasing	15	5.9
Planning	10	4.0
Logistics	10	4.0
Operation	5	2.0
Other	11	4.3
Total	253	100.0

Position in the Company	Frequency	Percent
General Manager	26	10.3
Assistant General Manager	25	9.9
Director	101	39.9
Manager	81	32.0
Other	20	7.9
Total	253	100.0
Company's Field of Activity	Frequency	Percent
Food and Beverage	30	11.9
Durable Consumption	20	7.9
Tissue paper	15	5.9
Cardboard	5	2.0
Automotive	30	11.9
Energy	20	7.9
Electric-Electronics	26	10.3
Cosmetic	26	10.3
Hygiene	10	4.0
Logistics	15	5.9
Build	10	4.0
Service	6	2.4
Other	40	15.8
Total	253	100.0

5.2. Exploratory Factor and Reliability Analysis

Primarily, the skewness and kurtosis ratios of variables were also calculated and are shown in Table 4.

Skewness and kurtosis values are taken into account to decide whether a distribution has a normal distribution. At this point, the cutoff points (boundaries) of the kurtosis and skewness values should not be over 3 as the absolute value for the skewness and 10 as the absolute value for the kurtosis (Kline 2011). In our study, kurtosis and skewness values were found within the specified value ranges.

Table 4. Skewness and Kurtosis Ratios of Variables

	<i>Skewness</i>	<i>Kurtosis</i>
<i>Strategic Supplier Partnership</i>	-0.831	0.400
<i>Customer Relationship</i>	-0.780	0.087
<i>Level Of Information Sharing</i>	-0.593	-0.325
<i>Quality of Information Sharing</i>	-0.595	0.159
<i>Postponement</i>	-0.643	-0.104
Supply chain management	-0.689	-0.002
Price/Cost	-0.532	-0.394
Quality	-0.387	-0.694
Delivery Dependability	-0.411	-0.272
Product Innovation	-0.384	-0.073
Time to Market	-0.432	-0.355
Competitive Advantage	-0.361	-0.555
Organizational Performance	-0.432	0.215

The exploratory factor and reliability analyses were conducted respectively to test;

- The dimensions of SCM
- The dimensions of CA
- The dimensions of OP.

A theoretical assumption developed for the model consisted 5-dimensional structure of supply chain management. The exploratory factor analysis was conducted in order to test the dimensions of SCM and the results of the analysis showed 5 factors in the model.

Initially, Kaiser Meyer Olkin (KMO) and Bartlett's tests were performed so as to reveal the appropriateness of the sample data for factor analysis and the outcomes were suitable (KMO=0.949, $p = .000$). The closer the Kaiser Meyer Olkin (KMO) measurement is to 1, the more appropriate it is to perform factor analysis on the data set (Živadinović; 2004). The Barlett test examines whether there is a relationship between variables on the basis of partial correlations. The fact that the calculated value is

significant indicates that the data are appropriate. In our study, the p value was found as 0.000, and the data were found to be appropriate (Büyüköztürk, 2004).

The factor analysis resulted in a 5 factor structure which is shown in Table 5. The variance explanation ratios of factors and the factor loadings of each item are also given in Table 5. The total variance explanation ratio of these five factors is calculated as 72.85. In social sciences, the variance explanation ratio is expected to be more than 50% (Hair et al., 2010).

After factor analysis, reliability analyses were performed for each factor where each had Cronbach's alpha scores of higher than 0.7. Then, reliability analysis was performed for 5 sub-dimensions according to the results of factor analysis. There are Cronbach's Alpha values ranging from 0.801 to 0.935 which shows that the scales used were acceptable and reliable (Tavakol ve Dennick, 2011).

Table 5. Factor and Reliability Analyses Results for Supply Chain Management

Factor	Questions	Factor Loadings	Factor %	Cronbach's alpha
Strategic Supplier Partnership	We consider quality as our number one criterion in selecting suppliers.	0.708	50.7%	0.801
	We solve problems jointly with our suppliers.	0.766		
	We have helped our suppliers to improve their product quality.	0.782		
	We have continuous improvement programs that include our key suppliers.	0.801		
	We include our key suppliers in our planning and goal-setting activities.	0.732		
	We actively involve our key suppliers in new product development processes.	0.952		
Customer Relationship	We interact with customers to set reliability, responsiveness, and other standards for us.	0.843	10.7%	0.864
	We measure and evaluate customer satisfaction.	0.756		
	We determine future customer expectations.	0.878		
	We facilitate customers' ability to seek assistance from us.	0.678		
	We value the importance of our relationship with our customers.	0.890		
Level of Information Sharing	We inform trading partners in advance of changing needs.	0.847	4.15%	0.935
	Our trading partners share proprietary information with us.	0.897		
	Our trading partners keep us fully informed about issues that affect our business.	0.708		
	Our trading partners share business knowledge of core business processes with us.	0.824		
	We and our trading partners exchange information that helps establishment of business planning.	0.864		
	We and our trading partners keep each other informed about events or changes that may affect the other partners.	0.875		
Level Of Information Quality	Information exchange between our trading partners and us is timely.	0.660	3.7%	0.864
	Information exchange between our trading partners and us is accurate.	0.802		
	Information exchange between our trading partners and us is complete.	0.783		
	Information exchange between our trading partners and us is adequate.	0.693		
	Information exchange between our trading partners and us is reliable.	0.760		
Postponement	Our products are designed for modular assembly.	0.861	3.6%	0.833
	We delay final product assembly activities until customer orders have actually been received.	0.773		
	We delay final product assembly activities until the last possible position (or nearest to customers) in the supply chain.	0.684		

A theoretical assumption developed for the model consisted 5-dimensional structure of competitive advantage. The exploratory factor analysis was conducted to test the dimensions of competitive advantage and the results of the analysis showed 5 factors in the model.

Bartlett tests were originally conducted by Kaiser Meyer Olkin (KMO) to establish its suitability sample data and results were suitable for factor analysis (KMO=0.882, $p = .000$). The closer the Kaiser Meyer Olkin (KMO) measurement is to 1, the more appropriate it is to perform factor analysis on the data set (Živadinović; 2004). The Bartlett test examines whether there is a relationship between variables on the basis of partial correlations. The fact that the calculated value is significant indicates that the data are appropriate. In our study, the p value was found as 0.000, and the data were found to be appropriate (Büyüköztürk, 2004).

The factor analysis resulted in a 5 factor structure which is shown in Table 6. The variance explanation ratios of factors and the factor loadings of each item are also given in Table 6. The total variance explanation ratio of these five factors is calculated as 79.100. In social sciences, the variance explanation ratio is expected to be more than 50% (Hair et al., 2010).

After factor analysis, reliability analyzes were performed for each factor where each had Cronbach's alpha scores of higher than 0.7. Then, reliability analysis was performed for 5 sub-dimensions according to the results of factor analysis. There are Cronbach's Alpha values ranging from 0.719 to 0.913 which shows that the scales used were acceptable and reliable (Tavakol ve Dennick, 2011).

Table 6.Factor and Reliability Analysis Results for Competitive Advantage

Factor	Questions	Factor Loadings	Factor %	Cronbach's alpha
Price/Cost	We offer competitive prices.	0.828	43.8%	0.719
	We are able to offer prices as low or lower than our competitors.	0.846		
Quality	We are able to compete based on quality.	0.827	13.2%	0.913
	We offer products that are highly reliable.	0.899		
	We offer products that are very durable.	0.824		
	We offer high quality products to our customer.	0.850		
Delivery Reliability	We deliver the kind of products needed.	0.853	11.1%	0.841
	We deliver customer order on time.	0.877		
	We provide dependable delivery.	0.533		
Product Innovation	We provide customized products.	0.789	6.2%	0.848
	We alter our product offerings to meet client needs.	0.828		
	We respond well to customer demand or new features.	0.553		
Time to Market	We deliver product to market quickly.	0.687	4.8%	0.733
	We are first in the market in introducing new products.	0.790		
	We have time-to-market lower than industry average.	0.679		
	We have fast product development	0.791		

A theoretical assumption developed for the model consisted two-dimensional structure of organizational performance. The exploratory factor analysis was conducted to test the dimensions of organizational performance and the results of the analysis showed 1 factor in the model.

Bartlett tests were initially performed by Kaiser Meyer Olkin (KMO) to determine suitability. Sample data and results were suitable for factor analysis (KMO=0.895, $p = .000$). The closer the Kaiser Meyer Olkin (KMO) measurement is to 1, the more appropriate it is to perform factor analysis on the data set (Živadinović; 2004). The Bartlett test examines whether there is a relationship between variables on the basis of partial correlations. The fact that the calculated value is significant indicates that the data are appropriate. In our study, the p value was found as 0.000, and the data were found to be appropriate (Büyüköztürk, 2004).

Factor analysis resulted in a 1-dimensional structure shown in Table 7. The variance explanation ratios of factors and the factor loadings of each item are also given

in Table 7. The total variance explanation ratio of these one factors is calculated as 67,70. In social sciences, the variance explanation ratio is expected to be more than 50% (Hair et al., 2010).

After factor analysis, reliability analyzes were performed for the factor where each had Cronbach's alpha scores of higher than 0.7. Then, 1-dimensional reliability analysis was performed according to the results of factor analysis. There is Cronbach's Alpha values of 0.919 which shows that the scale used was acceptable and reliable (Tavakol ve Dennick, 2011).

Table 7.Factor and Reliability Analysis Results for Organizational Performance

Factor	Questions	Factor Loadings	Factor %	Cronbach's alpha
Organizational Performance (OP)	Market share	0.816	67.7%	0.919
	Return on investment	0.837		
	The growth of market share	0.858		
	The growth of sales	0.856		
	Growth in return on investment	0.846		
	Profit margin on sales	0.833		
	Overall competitive position	0.704		

5.3. Correlation Analysis

Table 8.Correlations of the scales

	1	2	3	4	5	6	7	8	9	10	11	12	13
<i>1.Supply Chain Management (SCM)</i>	1	0.600**	0.932**	0.941**	0.921**	0.857**	0.418**	0.693**	0.300**	0.109	0.119	0.439**	0.548**
<i>2.Strategic Supplier Partnership</i>		1	0.483**	0.360**	0.385**	0.308**	0.412**	0.296**	0.353**	0.181**	0.295**	0.384**	0.403**
<i>3.Customer relationship</i>			1	0.877**	0.841**	0.756**	0.366**	0.628**	0.258**	0.093	0.076	0.403**	0.504**
<i>4.Level of Information Sharing</i>				1	0.894**	0.852**	0.341**	0.736**	0.229**	0.044	0.039	0.364**	0.481**
<i>5.Level of Information Quality</i>					1	0.797**	0.300**	0.683**	0.192**	0.041	0.020	0.321**	0.500**
<i>6.Postponement</i>						1	0.373**	0.571**	0.254**	0.132*	0.092	0.419**	0.447**
<i>7.Competitive Advantage (RA)</i>							1	0.340**	0.778**	0.790**	0.791**	0.878**	0.251**
<i>8.Price/Cost</i>								1	0.119	0.037	0.158*	0.256**	0.353**
<i>9.Quality</i>									1	0.463**	0.451**	0.533**	0.180**
<i>10.Delivery Reliability</i>										1	0.615**	0.691**	0.113
<i>11.Product Innovation</i>											1	0.683**	0.062
<i>12.Time to Market</i>												1	0.266**
<i>13.Organizational Performance (OP)</i>													1

*p<.05 and **p<.01

“Supply Chain Management”:

- A statistically significant positive correlation was found between:

“Supply Chain Management” and “Strategic Supplier Partnership” at the level of 60.0% ($r=0.600$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Customer Relationship” at the level of 93.2% ($r=0.932$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Information Sharing Level” at the level of 94.1% ($r=0.941$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Level of Information Quality” at the level of 92.1% ($r=0.921$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Postponement” at the level of 85.7% ($r=0.857$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Competitive Advantage” at the level of 41.8% ($r=0.418$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Price/Cost” at the level of 69.3% ($r=0.693$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Quality” at the level of 30.0% ($r=0.300$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Time to Market” at the level of 43.9% ($r=0.439$; $p=0.001$; $p<0.01$).

“Supply Chain Management” and “Organizational Performance” at the level of 54.8% ($r=0.548$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Supply Chain Management” and “Delivery Reliability” ($p>0.05$).

“Supply Chain Management” and “Product Innovation” ($p>0.05$).

“Strategic Supplier Partnership”:

- A statistically significant positive correlation was found between:

“Strategic Supplier Partnership” and “Customer relationship” at the level of 48.3% ($r=0.483$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and the “Information Sharing Level” at the level of 36.0% ($r=0.360$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Level of Information Quality” at the level of 38.5% ($r=0.385$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Postponement” at the level of 30.8% ($r=0.308$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Competitive Advantage” at the level of 41.2% ($r=0.412$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Price/Cost” at the level of 29.6% ($r=0.296$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Quality” at the level of 35.3% ($r=0.353$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and the “Delivery Reliability” at the level of 18.1% ($r=0.181$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Product Innovation” at the level of 29.5% ($r=0.295$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Time to Market” at the level of 38.4% ($r=0.384$; $p=0.001$; $p<0.01$).

“Strategic Supplier Partnership” and “Organizational Performance” at the level of 40.3% ($r=0.403$; $p=0.001$; $p<0.01$).

“Customer relationship” :

- A statistically significant positive correlation was found between:

“Customer relationship” and “Information Sharing Level” at the level of 87.7%

($r=0.877$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Level of Information Quality” at the level of 84.1%

($r=0.841$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Postponement” at the level of 75.6%

($r=0.756$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Competitive Advantage” at the level of 36.6%

($r=0.366$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Price/Cost” at the level of 62.8%

($r=0.628$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Quality” at the level of 25.8% ($r=0.258$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Time to Market” at the level of 40.3%

($r=0.403$; $p=0.001$; $p<0.01$).

“Customer relationship” and “Organizational Performance” at the level of 50.4%

($r=0.504$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Customer relationship” and “Delivery Reliability” ($p>0.01$).

“Customer relationship” and “Product Innovation” ($p>0.05$).

“Information Sharing Level”:

- A statistically significant positive correlation was found between:

“Information Sharing Level” and the “Level of Information Quality” at the level of

89.4% ($r=0.894$; $p=0.001$; $p<0.01$).

“Information Sharing Level” and “Postponement” at the level of 85.2%

($r=0.852$; $p=0.001$; $p<0.01$).

“Information Sharing Level” and “Competitive Advantage” at the level of 34.1%

($r=0.341$; $p=0.001$; $p<0.01$).

“Information Sharing Level” and “Price/Cost” 73.6% ($r=0.736$; $p=0.001$; $p<0.01$).

“Information Sharing Level” and “Quality” at the level of 22.9%

($r=0.229$; $p=0.001$; $p<0.01$).

“Information Sharing Level” and “Time to Market” at the level of 36.4%.

($r=0.364$; $p=0.001$; $p<0.01$).

“Information Sharing Level” and “Organizational Performance” at the level of 48.1%

($r=0.481$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Information Sharing Level” and “Delivery Reliability” ($p>0.01$).

“Information Sharing Level” and “Product Innovation” ($p>0.05$).

Level of Information Quality :

- A statistically significant positive correlation was found between:

“Level of Information Quality” and “Postponement” at the level of 79.7% ($r=0.797$; $p=0.001$; $p<0.01$).

“Level of Information Quality” and “Competitive Advantage” at the level of 30.0% ($r=0.300$; $p=0.001$; $p<0.01$).

“Level of Information Quality” and “Price/Cost” at the level of 68.3%

($r=0.683$; $p=0.001$; $p<0.01$).

“Level of Information Quality” and “Quality” at the level of 19.2%

($r=0.192$; $p=0.001$; $p<0.01$).

“Level of Information Quality” and “Organizational Performance” at the level of %50.0 ($r=0.500$; $p=0.001$; $p<0.01$).

“Level of Information Quality” and “Time to Market” at the level of 32.1% ($r=0.321$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Level of Information Quality” and “Delivery Reliability” ($p>0.01$).

“Level of Information Quality” and “Product Innovation” ($p>0.05$).

“Postponement”:

- A statistically significant positive correlation was found between:

“Postponement” and “Competitive Advantage” 37.3% ($r=0.373$; $p=0.001$; $p<0.01$).

“Postponement” and “Price/Cost” at the level of 57.1% ($r=0.571$; $p=0.001$; $p<0.01$).

“Postponement” and “Quality” at the level of 25.4% ($r=0.254$; $p=0.001$; $p<0.01$).

“Postponement” and “Delivery Reliability” at the level of 13.2% ($r=0.132$; $p=0.037$; $p<0.05$).

“Postponement” and Time to Market at the level of 41,9% ($r=0.419$; $p=0.001$; $p<0.01$).

“Postponement” and Organizational Performance at the level of 44,7% ($r=0.447$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Postponement” and “Product Innovation” ($p>0.05$).

“Competitive Advantage”:

- A statistically significant positive correlation was found between:

“Competitive Advantage” and “Price/Cost” at the level of 34.0% ($r=0.340$; $p=0.001$; $p<0.01$).

“Competitive Advantage” and “Quality” at the level of 77.8%

($r=0.778$; $p=0.001$; $p<0.01$).

“Competitive Advantage” and “Delivery Reliability” at the level of 79.0%

($r=0.790$; $p=0.001$; $p<0.01$).

“Competitive Advantage” and “Product Innovation” at the level of 79.1%

($r=0.791$; $p=0.001$; $p<0.01$).

Competitive Advantage and Time to the Market at the level of 87.8%

($r=0.878$; $p=0.001$; $p<0.01$).

“Competitive Advantage” and “Organizational Performance” at the level of 25.1%

($r=0.251$; $p=0.001$; $p<0.01$).

“Price/Cost”:

- A statistically significant positive correlation was found between:

“Price/Cost” and “Product Innovation” at the level of 15.8% ($r=0.158$; $p=0.012$; $p<0.05$).

“Price/Cost” and “Time to Market” at the level of 25.6% ($r=0.256$; $p=0.001$; $p<0.01$).

“Price/Cost” and “Organizational Performance” at the level of 35.3%

($r=0.353$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Price/Cost” and “Quality” ($p>0.05$).

“Price/Cost” and “Delivery Reliability” ($p>0.05$).

Quality :

- A statistically significant positive correlation was found between:

“Quality” and “Delivery Reliability” at the level of 46.3% ($r=0.463$; $p=0.012$; $p<0.05$).

“Quality” and “Product Innovation” at the level of 45.1% ($r=0.451$; $p=0.012$; $p<0.05$).

“Quality” and “Time to Market” at the level of 53.3% ($r=0.533$; $p=0.001$; $p<0.01$).

“Quality” and “Organizational Performance” at the level of 18.0%

($r=0.180$; $p=0.001$; $p<0.01$).

“Delivery Dependability”:

- A statistically significant positive correlation was found between:

“Delivery Reliability” and “Product Innovation” at the level of 61.5%

($r=0.615$; $p=0.012$; $p<0.05$).

“Delivery Reliability” and “Time to Market” at the level of 69.1%

($r=0.691$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Delivery Reliability” and “Organizational Performance” ($p>0.05$).

“Product Innovation”:

- A statistically significant positive correlation was found between:

“Product Innovation” and “Time to the Market” at the level of 68.3%

($r=0.683$; $p=0.001$; $p<0.01$).

- No statistically significant relationship was found between:

“Product Innovation” and “Organizational Performance” ($p>0.05$).

“Time to Market”:

- A statistically significant positive correlation was found between:

“Time to Market” and “Organizational Performance” at the level of 26.6%

($r=0.266$; $p=0.001$; $p<0.01$).

5.4. Regression Analysis

Regression analysis was performed by using the summarized scales of the structures in the theoretical model. As the dependent variable “organizational performance” and as the independent variables “SCM” and its sub-dimensions that are “strategic supplier partnership”, “customer relationship”, “level of information sharing”, “level of information quality”, and “postponement” dimensions were taken into account.

As a result of analysis, reached conclusion is “Firms with high level of SCM practices will have a high level of organizational performance.” The regression model between “Supply Chain Management”, which was accepted as an independent variable, and “Organizational Performance”, which was considered as a dependent variable, was found to be significant ($p=0.001$; $p<0.01$; Adjusted R^2 : 0.298 Beta: 0.579) (Table 9).

Table 9.Regression Analysisfor the Supply Chain Management

Coefficient	B	S.H.	T	P	F
<i>Constant</i>	1.653	0.194	8.512	0.000**	22.476
<i>Supply Chain Management</i>	0.579	0.056	10.392	0.000**	

** $p<0,01$

F and p values were also evaluated and validated for multicollinearty regression analysis. The results are shown in Table 10.

Table 10.Summary Table of Regression Analysis for the Dimensions of Supply Chain Management

Model Summary ^f					
Model	R	R ² = Square	Adjusted R Square	Std. Error of the Estimate	F
1	0.403 ^a	0.162	0.159	0.74713	48.555
2	0.536 ^b	0.287	0.281	0.69056	50.320
3	0.547 ^c	0.299	0.291	0.68600	35.440
4	0.557 ^d	0.310	0.299	0.68205	27.863
5	0.559 ^e	0.313	0.299	0.68211	22.476
a. Predictors: (Constant), Strategic Supplier Partnership					
b. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship					
c. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Levels of information sharing					
d. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Levels of information sharing, Levels of information quality					
e. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Levels of information sharing, Levels of information quality, Postponement					
f. Dependent Variable: Organizational_Performance					

According to the results of the regression analysis reached values;

$R^2 = 0.298$, $F=16.256$ and $p=0.001$ for the SCM dimension,

$R^2 = 0.299$, $F=22.476$ and $p=0.001$ for the sub-dimensions of SCM.

Regression analysis was performed to investigate whether the independent variables significantly effected to the dependent variable. The results of the regression analysis are shown in Table 11.

Table 11. Coefficients table of Supply Chain Management

To find out Multicollinearity between independent variables, other elements of multiple relations are searched. VIF (variance inflation factor) scores are less than 10 (Hair et al., 2010). The Eigen Value ratio from highest to lowest (5.868/0.006) is between 10 and 100. Finally, the highest fitness index score is 30,958, which is above 30, which means that there is a correlation between the independent variables.

The coefficient table shows that Level of information sharing value is the best explanatory factor which explains 22.4% percent of Organizational Performance. Strategic Supplier Partnership function is the second factor which explains 22.1% percent of Organizational Performance. Levels of information quality function is third factor explains 21.4% percent of Organizational Performance. Customer relationship function is forth factor explains 13.6% percent of Organizational Performance. In addition, Postponement function explains 10.9% percent of Organizational Performance. Hence, Hypotheses (H1, H1a, H1b, H1c, H1d and H1e) were supported.

Regression analysis was performed by using the summarized scales of the constructs in the theoretical model. As dependent variable “competitive advantage” and as independent variable “supply chain management” and its sub-dimensions that are “strategic supplier partnership”, “customer relationship”, “information sharing level”, “information quality level” and “postponement” were taken into account.

As a result of analysis, reached conclusion is “Firms with high level of SCM practices will have a high level of Competitive Advantage.” The regression model between “Supply Chain Management”, which was accepted as an independent variable, and “Competitive Advantage”, which was considered as a dependent variable, was found to be significant ($p=0.001$; $p<0.01$; Adjusted R^2 : 0.171 Beta: 0.388) (Table 12).

Table 12.Regression Analysis for the Supply Chain Management

Coefficient	B	S.H.	T	P	F
<i>Constant</i>	2.064	0.185	11.133	0.000**	16.056
<i>Supply Chain Management</i>	0.388	0.053	7.280	0.000**	

** $p<0,01$

F and p values were also evaluated and validated for multicollinearity regression analysis. The results are shown in Table 13.

Table 13. Summary Table of Regression Analysis for the Dimensions of Supply Chain Management

Model Summary^f					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F
1	<i>0.412^a</i>	0.170	0.166	0.65351	51.323
2	<i>0.454^b</i>	0.206	0.200	0.64033	32.448
3	<i>0.462^c</i>	0.213	0.204	0.63877	22.479
4	<i>0.466^d</i>	0.217	0.205	0.63827	17.233
5	<i>0.495^e</i>	0.245	0.230	0.62810	16.056
a. Predictors: (Constant), Strategic Supplier Partnership					
b. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship					
c. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Levels of information sharing					
d. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Levels of information sharing, Levels of information quality					
e. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Levels of information sharing, Levels of information quality, Postponement					
f. Dependent Variable: Competitive Advantage					

According to the results of the regression analysis reached values;

$R^2 = 0.171$, $F = 16.256$ and $p = 0.001$ for the SCM dimension,

$R^2 = 0.230$, $F = 16.256$ and $p = 0.001$ for the sub-dimensions of SCM.

Regression analysis was performed so as to investigate whether the independent variables effected significantly to the dependent variable. The results of the Regression analysis are shown in Table 14.

To find out Multicollinearity between independent variables, other elements of multiple relations are searched. Initially, R^2 is less than 0.7. Second, VIF (variance inflation factor) scores are less than 10 (Hair et al., 2010). The Eigen Value ratio from highest to lowest (5.868/0.001) is between 10 and 100. Finally, the highest fitness index score is 32,958, which is above 30, which means that there is a correlation between the independent variables.

Coefficient table shows that Strategic Supplier Partnership value is the best explanatory factor which explains 32.9% percent of Competitive Advantage. Postponement function is the second factor explains 32.3% percent of Competitive Advantage. Level of Information Quality is the third factor explains 21.0% percent of Competitive Advantage. Customer Relationshipfunction is the forth factor explains 19.0% percent of Competitive Advantage. Additionally, Level of Information Sharing function explains 15.6% percent of Competitive Advantage.

Hence, Hypotheses (H2, H2a, H2b, H2c, H2d and H2e) were supported.

Regression analysis was performed by using the summarized scales of the constructs in the theoretical model. As the dependent variable “organizational performance” and as the independent variable “competitive advantage” and its sub-dimensions that are “price/cost”, “quality”, “delivery reliability”, “product innovation”, and “time-to-market”were taken into account.

As a result of analysis reached conclusion is, “The higher the level of competitive advantage, the higher the level of organizational performance.” The regression model between “competitive advantage”, which was accepted as an independent variable, and “organizational performance”, which was considered as a dependent variable, was found to be significant ($p=0.000$; $p<0.01$; Adjusted R^2 : 0.159 Beta: 0.427) (Table 15).

Table 15.Regression Analysisfor the Competitive Advantage

Coefficient	B	S.H.	T	P	F
<i>Constant</i>	2.211	0.208	10.649	0.000**	11.420
<i>Competitive Advantage</i>	0.427	0.061	6.968	0.000**	

**p<0,01

F and p values were also evaluated and validated for multicollinearity regression analysis. The results are shown in (Table 16).

Table 16.Summary Table of Regression Analysis for the Dimensions of Competitive Advantage

Model Summary ^f					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F
1	0.353 ^a	0.125	0.121	0.76353	35.826
2	0.380 ^b	0.144	0.138	0.75651	21.087
3	0.382 ^c	0.146	0.136	0.75730	14.187
4	0.394 ^d	0.155	0.142	0.75472	11.389
5	0.433 ^e	0.188	0.171	0.74152	11.420
a. Predictors: (Constant), Price/Cost					
b. Predictors: (Constant), Price/Cost, Quality					
c. Predictors: (Constant), Price/Cost, Quality, Delivery Reliability					
d. Predictors: (Constant), Price/Cost, Quality, Delivery Reliability, Product Innovation					
e. Predictors: (Constant), Price/Cost, Quality, Delivery Reliability, Product Innovation, Time to Market					
f. Dependent Variable: Organizational Performance					

According to the results of the regression analysis reached values;

$R^2 = 0.159$, $F=11.420$ and $p=0.001$ for the CA dimension,

$R^2 = 0.171$, $F=11.420$ and $p=0.001$ for the sub-dimensions of CA.

Regression analysis was performed in order to investigate whether the independent variables contributed significantly to the dependent variable. The results of the Regression analysis are shown in Table 17.

To find out Multicollinearity between independent variables, other elements of multiple relations are searched. VIF (variance inflation factor) scores are less than 10 (Hair et al., 2010). The Eigen Value ratio from highest to lowest (5.780/0.006) is between 10 and 100. Finally, the highest fitness index score is 39.321, which is above 30, which means that there is correlation between the independent variables.

Coefficient table shows that Price Cost value is the best explanatory factor which explains 30.2% percent of Organizational Performance. Time to Market is the second factor which explains 30.0% percent of Organizational Performance. Product Innovation is the third factor explains 22.6% percent of Organizational Performance. Quality Market is the forth factor explains 19% percent of Organizational Performance. Delivery Reliability is the latest one explains 11.8% percent of Organizational Performance. Hence, Hypotheses (H3, H3a, H3b, H3c, 3Hd and H3e) were supported.

In conclusion, based on the regression analyses, whole hypotheses were supported and results of the hypotheses can be seen in Table 18.

Table 18.Hypotheses Summary

Hypotheses	Results
H1: Firms with high levels of strategic SCM practices will have high levels of Organizational Performance.	Supported
<i>H1a: Firms with high levels of Strategic Supplier Partnership will have high levels of Organizational Performance.</i>	Supported
<i>H1b: Firms with high levels of Customer Relationship will have high levels of Organizational Performance.</i>	Supported
<i>H1c: Firms with high levels of Information Sharing will have high levels of Organizational Performance.</i>	Supported
<i>H1d: Firms with high levels of Information quality will have high levels of Organizational Performance.</i>	Supported
<i>H1e: Firms with high levels of Postponement will have high levels of Organizational Performance.</i>	Supported
H2: Firms with high levels of strategic SCM practices will have high levels of Competitive Advantage.	Supported
<i>H2a: Firms with high levels of strategic supplier partnership will have high levels of Competitive Advantage.</i>	Supported
<i>H2b: Firms with high levels of Customer Relationship will have high levels of Competitive Advantage.</i>	Supported
<i>H2c: Firms with high levels of Information Sharing will have high levels of Competitive Advantage.</i>	Supported
<i>H2d: Firms with high levels of Information Quality will have high levels of Competitive Advantage.</i>	Supported
<i>H2e: Firms with high levels of Postponement will have high levels of Competitive Advantage.</i>	Supported
H3: The higher the level of Competitive Advantage will have high level of Organizational Performance.	Supported
<i>H3a: The higher the level of Price/Cost will have high level of Organizational Performance.</i>	Supported
<i>H3b: The higher the level of Quality will have high level of Organizational Performance.</i>	Supported
<i>H3c: The higher the level of Delivery Reliability will have high level of Organizational Performance.</i>	Supported
<i>H3d: The higher the level of Product Innovation will have high level of Organizational performance</i>	Supported
<i>H3e: The higher the level of Time to Market will have high level of Organizational Performance</i>	Supported

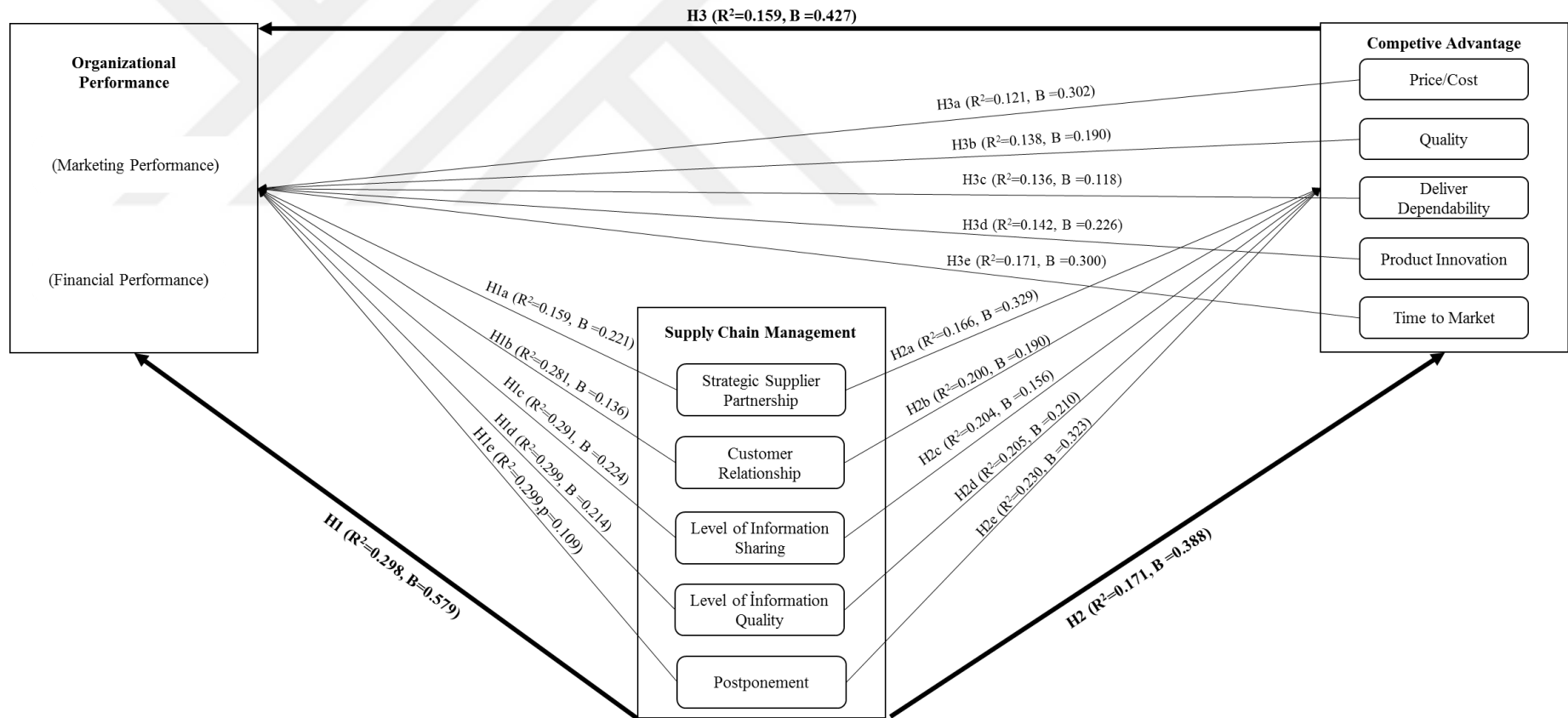


Figure 2.Hypotheses Result

6. RESULT, DISCUSSIONS AND SUGGESTIONS

This study evaluated whether five dimensions of SCM have an impact on competitive advantage and organizational performance. A survey instrument based on Li et al's (2006) supply chain assessment tool was developed and distributed to executives in different industries.

The results obtained from the result of the analysis are detailed below:

According to the result of the analysis, it was found that “firms with high levels of SCM practices have high levels of organizational performance.” It is also similar to the results of by Shin, H., Collier, D.A., Wilson, D.D. (2000), Dyer and Singh (1998), Li et al's (2006), Salazar RM., (2012), Mwale H., 2014 and Ploenhad et al. (2019). Financial and marketing performance of an organization are directly influenced by SCM practice. SCM practices increase an organization's market share and return on investment. It is possible to respond faster to market changes if the companies act together. Since the improvement of the financial performance of companies depends on the development of the entire supply chain, the contributions of the companies that make up the supply chain play an important role in increasing the competitiveness of the companies.

Findings of the study demonstrated that “firms with high levels of SCM practices have high levels of competitive advantage.” This result is also similar to the results of Ragatz GL, (1997), Ross, (1998), Power et al., (2001), Li et al's (2006), Salazar RM., (2012), Latunreng W., Nasirin C., (2019), Ploenhad et al. (2019) and Yanya, M., Mahamat N., (2020). SCM implementations affect “competitive advantage” like overall “organizational performance”. They are expected to increase an organization's competitive advantage through price / cost, quality, delivery reliability, time to market, and product innovation. Studies on the subject have reported that various elements of SCM have a significant impact on various aspect of competitive advantage. For example, strategic supplier partnerships can improve supplier performance, shorten time-to-market and increase customer responsiveness and satisfaction. In order to exist in a competitive market, it is critical for businesses to manage the supply chain effectively. Effectively managed supply chain provides

competitive advantage of businesses involved in the supply chain process by establishing market-leader partnerships with other businesses.

The results also indicated that “firms with high levels of competitive advantage have high levels of organizational performance.” This result is also similar to the results of Mentzer et al., (2000), Moran WT., (1981), Li et al.’s (2006), Salazar RM., (2012) and Ploenhad et al. (2019). Competitive advantage contributes to performance. One of the important criteria for increasing sales and profitability is higher customer loyalty. Businesses that produce products with high quality can charge high prices. Thus, they can increase the profit margin on sales and return on investment. Businesses with short “time-to-market” and rapid “product innovation” can be first to the market. Thereby, they can have a higher market share and sales volume. Therefore, it can be said that “there is a positive and direct relationship between competitive advantage and organizational performance”.

Based on comprehensive literature review it can be declared that one of the main objectives of SCM is improving competitive advantage and organizational performance. (Simchi-Levi, 2000, Croxton et al., 2001, Lambert, 2001, Li et al, 2006, Salazar RM., 2012, Ploenhad et al. 2019). The findings of this research are consistent with a similar study conducted by Li et al, 2006, at the University of Toledo. These findings are also consistent the relationship’s strongly suggested throughout prevalent SCM literature (Tan et al., 1998; Mentzer et al., 2001, Li et al, 2006, Lambert, 2008, Salazar RM., 2012, Ploenhad et al. 2019). The results of this study support the hypotheses and seem to indicate that “supply chain management practices have a positive effect on competitive advantage and organizational performance”. For this reason, organizations should take an active role in the effective management of their supply chains and closely follow the developments in the field of supply chain.

Supply Chain Management plays a key role in improving the long-term performance of companies. It is certain that companies with a "sustainable" supply chain will provide a significant competitive advantage, especially considering the fact that competition is at the highest point. Robust SCM structure is an effective way of competing. Thereby, organizations should give more importance to implementation of SCM. On the other hand, SCM of organizations should have information about the

supply chains of similar companies operating in the market they are in, develop the aspects that are open to improvement, and follow the innovations and developments.

As a result, companies that do not follow developments and adapt to changes quickly can not be able to maintain their presence in the market. Organizations need effective supply chain management techniques so as to compete with their business competitors. If they do not implement sound techniques they can find themselves unable to compete with other player in market.



7. LIMITATIONS AND FUTURE RESEARCH

The responses in study cover the results of the participants' individual assessments.

Results obtained from this study seem to support the idea that “SCM has direct and positive relation with competitive advantage and organizational performance” which is common in the literature. The present study has some limitations that need more comprehensive future research. Essentially, the sample size could have been larger. However, research was limited by the usage of small data sample. Future studies should try to sample from a larger sample population to get statistically defendable results. A larger sample size will allow more definite statistical analysis techniques to obtain more meaningful findings. Undertaking a comprehensive research effort is highly recommended.

REFERENCES

- Adcock, D., Bradfield R., Halborg, A., and Ross, C. (2001), *Marketing Principles & Practice*, Pearson Education Limited, 4. Baskı Edinburgh.
- Akal, Z. (2005). *İşletmelerde Performans Ölçüm ve Denetimi*. MPM Yayınları: 473, Ankara
- Akat, Ö. (2008). *Uluslararası pazarlama. Ekin Basım Yayın, Bursa*
- Akgüç, Ö. (1995). *Mali Tablolar Analizi*. İstanbul: Muhasebe Enstitüsü Yayını.
- Alfalla-Luque, R., Medina-Lopez, C. and Dey, P.K., (2012). Supply Chain Integration Framework Using Literature Review. *Production, Planning & Control*, 24 (8/9), 800– 817
- Altuntaş, G. and Dönmez, D. (2010). Girişimcilik Yönelimi ve Örgütsel Performans İlişkisi: Çanakkale Bölgesinde Faaliyet Gösteren Otel İşletmelerinde Bir Araştırma. *İstanbul Üniversitesi İşletme Fakültesi Dergisi*, S.39 (1), 50-74
- Arrow, K.J. (1962). Economic welfare and the allocation of resources for invention in the rate and direction of inventive activity. In *The Rate and Direction of Inventive Activity: Economic and Social Factors*, pp. 609-626, National Bureau of Economic Research Inc. Arslan, F. M. (2012). *Endüstriyel pazarlama. Beta Basım, İstanbul*
- Ayers, J.B. (Ed.). (2006). *Handbook of supply chain management*. Series on resource management (2nd ed.). Boca Raton, FL: Auerbach Publications.
- Azam, Z., & Qamar, I. (2011). Quantifying the role of marketing productivity metrics in marketing performance measurement. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 428-440.
- Baladhanadyutham, T. and Venkatesh, S., (2012). E-Procurement using e-Markets for construction projects – an empirical study on Kuwait. *Annamalai International Journal of Business Studies & Research*, 4(1), 24–40
- Balsmeier, P.W., Voisin, W. (1996). Supply chain management: a timebased strategy. *Industrial Management* 1996;38(5):24–7.
- Banfield, E. *Harnessing value in the supply chain*. New York, NY: Wiley; 1999.
- Barratt, M., (2004). Understanding the Meaning of Collaboration in the Supply Chain. *Supply Chain Management: An International Journal*. 9 (1), 30–42
- Bayar, İ.E. (2008). *Kamu Hastanelerinde Tedarik Zinciri Yönetimi ve Örnek Bir Uygulama*.

Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı.
Yayımlanmamış Yüksek Lisans Tezi. İzmir.

- Beamon, B.M. (1998). Supply chain design and analysis: models and methods. *International Journal of Production Economics* 1998;55(3):281–94.
- Bell, A.W., Charmley, E., Hunter, R.A. and Archer, J.A., (2011). The Australasian Beef Industries – challenges and opportunities in the 21st century. *Animal Frontiers*, 1(2), 10-19
- Bennett, V.M., Pierce, L., Snyder, J. A., Toffel M.W. (2013). Customer-Driven Misconduct: How Competition Corrupts Business Practices. *Management Science*, 59 (8), 1725- 1742
- Blanchard, D. (2010). *Supply Chain Management: Best Practices* (2nd ed.). Hoboken, N.J: John Wiley & Sons
- Boiko, A., Shendryk, V., & Boiko, O. (2019). Information systems for supply chain management: uncertainties, risks and cyber security. *Procedia Computer Science*, 149, 65-70.
- Bowersox, D. (1990). Strategic Benefits of Logistics Alliances. *Harvard Business Review*, 68(4), 36-45
- Brooks, N., & Simkin, L. (2011). Measuring marketing effectiveness: An agenda for SMEs. *The Marketing Review*, 11(1), 3-24.
- Buvik, A., & John, G. (2000). When does vertical coordination improve industrial purchasing relationships. *Journal of Marketing*, 64(4), 52-64.
- Büyüköztürk, Ş. (2004). Sosyal Bilimler için Veri Analizi El Kitabı. Ankara: Pegem A Yayıncılık.
- Carr, A.S., Kaynak, H. and Muthusamy, S. (2008). The Cross-functional Coordination Between Operations, Marketing, Purchasing and Engineering and the Impact on Performance. *International Journal of Manufacturing Technology and Management*, 13(1), 55-57
- Carton, R.B., & Hofer, C.W. (2006). *Measuring organizational performance: Metrics for entrepreneurship and strategic management research*. Edward Elgar Publishing.
- Chase, R., Aquilano, N. and Jacobs, F.R. (1998). Production and Operations Management. McGraw-Hill, New York; 8th edition, 1-852.
- Chen, I.J., Paulraj, A. (2004). Towards a theory of supply chain management: the constructs and measurements. *Journal of Operations Management*, 22(2):119–50.

- Childhouse, P, Towill, D.R. (2003). Simplified material flow holds the key to supply chain integration. *OMEGA*, 31(1):17–27
- Chizzo, SA. (1998). Supply chain strategies: solutions for the customer-driven enterprise. *Software magazine. Supply chain management directions supplement* January 4–9.
- Choi, T.Y., & Hartley, J.L. (1996). An exploration of supplier selection practices across the supply chain. *Journal of operations management*, 14(4), 333-343.
- Christopher, M. (2000). The agile supply chain: competing in volatile markets. *Industrial marketing management*, 29(1), 37-44.
- Cingöz, A. (2011). Stratejik İnsan Kaynakları Yönetimi ve Stratejik İnsan Kaynakları Yönetiminin Örgütsel Performans ve İç Girişimcilik Üzerindeki Etkileri: Kayseri İmalat Sanayinde Bir Araştırma. (Yayınlanmamış Doktora Tezi), Erciyes Üniversitesi Sosyal Bilimler Enstitüsü.
- Ciravoğlu, G. (2006). Tedarik Zinciri Yönetimi Uygulamaları ve Performans Üzerine Etkilerinin Analizi. Trakya Üniversitesi Sosyal Bilimler Enstitüsü Yayınlanmamış Yüksek Lisans Tezi. Edirne
- Claycomb, C., Droge, C., Germain, R. (1999). The effect of just-in-time with customers on organizational design and performance. *International Journal of Logistics Management*, 10(1):37–58.
- Connelly, B.L., Tihanyi, L., Crook, T.R. and Gangloff, K.A., (2014). Tournament Theory: Thirty Years of Contests and Competitions. *Journal of Management*, 40 (1), 16-47.
- Cooper, M.C., Lambert, D.M., and Pagh, J.D. (1997), Supply chain management: more than a new name for logistics, *The International Journal of Logistics Management*, Vol. 8 No.1, pp. 1-14
- Croxton, K.L., Garcia-Dastugue, S. J., Lambert, D. M., & Rogers, D. S. (2001). The supply chain management processes. *The International Journal of Logistics Management*, 12(2), 13-36.
- Cvitkovic, E., (1989). *Competition: Forms, Facts and Fiction.*, Palgrave Macmillan, London
- Çelik, A. (2010). *Toplam Kalite Yönetimi*. Ankara: Gazi Kitabevi
- Da Gama, A.P. (2011). An expanded model of marketing performance. *Marketing Intelligence & Planning*.
- Danese, P., Romano, P. and Formentini, M. (2013). The Impact of Supply Chain Integration on Responsiveness: the Moderating Effect of Using an International Supplier Network. *Transportation Research Part E: Logistics and Transportation Review*. 49 (1), 125– 140

- Day, G.S., Wensley, R. (1988). Assessing advantage: a framework for diagnosing competitive superiority. *Journal of Marketing*
- Day, G.S. (2000). Managing market relationships. *Journal of the Academy of Marketing Science*, 28(1):24–30.
- D'Eusanio, M., Zamagni, A., Petti, L. (2019). Social sustainability and supply chain management: Methods and tools. *Journal of Cleaner Production*, 235, 178-189.
- Donlon, J.P. (1996). Maximizing value in the supply chain. *Chief Executive*, 117:54–63
- Drazin, R., and Van de Ven, A.H., (1985). Alternative Forms of Fit in Contingency Theory. *Administrative Science Quarterly*, 30 (4), 514–539
- Droge, C., Vickery, S.K. and Jacobs, M.A. (2012). Does Supply Chain Integration Mediate the Relationships Between Product/Process Strategy and Service Performance. An Empirical Study. *International Journal of Production Economics*, 137 (2), 250–262
- Dyer, J.H. and Singh, H. (1998). The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage. *Academy of Management Review*, 23 (4), 660–679
- Dyer, J. and Nobeoka, K. (2000). Creating and Managing a High-Performance Knowledge- Sharing Network: The Toyota Case. *Strategic Management Journal*, 21(3), 345-367
- Elagöz, İ. (2006). *Tedarik Zinciri Yönetimi Yaklaşımının Maliyet Hesaplama Çalışmalarına Etkisi*. Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı. Yayımlanmamış Doktora Tezi. İzmir
- Eliashberg, J. and Michie, D.A. (1984). Multiple Business Goals Sets as Determinants of Marketing Channel Conflict: an Empirical Study. *Journal of Marketing Research*, 21(1), 75-88
- Elitaş, C. and Ağca, V. (2006). Firmalarda Çok Boyutlu Performans Değerleme Yaklaşımları: Kavramsal Bir Çerçeve. *Sosyal Bilimler Dergisi*, C. VIII, S. 2, 343- 370.
- Elitaş, C. & Ağca, V. (2012). Firmalarda Çok Boyutlu Performans Değerleme Yaklaşımları: Kavramsal Bir Çerçeve. *Sosyal Bilimler Dergisi*, 343-370
- Ellinger, E.S., Keller, B. and Hansen, J.D. (2006). Bridging the Divide Between Logistics and Marketing: Facilitating Collaborative Behavior. *Journal of Business Logistics*, 27 (2), 1–27
- Ernst, R. and Kamrad, B., (2000), Evaluation of supply chain structures through modularization and postponement. *European Journal of Operational Research*, 124, 495–510.

- Fawcett, S.E. and Smith, S.R. (1995), "Logistics Measurement and Performance for United States-Mexican Operations under NAFTA", *Transportation Journal*, 34(3), pp. 25-34.
- Feldmann, M., Müller S. (2003). An incentive scheme for true information providing in supplychains. *OMEGA*, 31(2):63–73.
- Fernie, J., Sparks, L. and McKinnon, A.C. (2010). Retail Logistics in the UK: Past, Present and Future. *International Journal of Retail and Distribution Management*, 38 (11/12), 894- 914
- Fisher, ML, Hammond, J.H., Obermeyer, W.R., Raman, A. (1994). Making supply meet demand in an uncertain world. *Harvard Business Review*, 72(3):83–93.
- Fisher, M.L. (1997). What is the right supply chain for your product. *Harvard Business Review*, 75(2):105–16
- Flynn, B.B., Huo, B. and Zhao, X., (2010). The Impact of Supply Chain Integration on Performance: a Contingency and Configuration Approach. *Journal of Operations Management*, 28 (1), 58–71
- Fugate, B., Sahin, F., & Mentzer, J.T. (2006). Supply chain management coordination mechanisms. *Journal of business logistics*, 27(2), 129-161.
- Gao, Y. (2010). Measuring marketing performance: a review and a framework. *The Marketing Review*, 10(1), 25-40.
- Gibbs, J., Kraemer, K.L. and Dedrick, J. (2003). Environment and Policy Factors Shaping Global E-Commerce Diffusion: a Cross-Country Comparison. *The Information Society: An International Journal*, 19 (1), 5-18
- Gimenez, C., Van der Vaart, T. and Van Donk, D.P., (2012). Supply Chain Integration and Performance: The Moderating Effect of Supply Complexity. *International Journal of Operations & Production Management* 32 (5), 583–610
- Goncalves, K.P. (1998). Services Marketing A Strategic Approach. *Prentice Hall, Upper Saddle River, New Jersey*, 1-80.
- Göl, A. (1995). Gümrük Birliğine Geçişte Rekabet Gücünün Belirlenmesi ve Rekabetçi Pazarlama Stratejileri, İstanbul: Yayınlanmamış Doktora Tezi.
- Görçün, Ö.F. (2016). Örnek Olay ve Uygulamalarla Tedarik Zinciri Yönetimi. *Beta Yayınevi*, 3. Baskı, İstanbul
- Gunasekaran, A., Lai, K.H., & Cheng, T.E. (2008). Responsive supply chain: a competitive strategy in a networked economy. *Omega*, 36(4), 549-564.
- Gunasekaran, A., Patel C, Tirtiroglu E. (2001). Performance measures and metrics in a supply chain environment. *International Journal of Operations and Production Management*, 21(1/2):71–87

- Gupta, S. (2009), "Customer-Based Valuation", *Journal of Interactive Marketing*, 23: 169-178.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis*. Upper Saddle River, NJ: Pearson Education.
- Handfield, R.B. and Nichols, E.L. (1999). *Introduction to Supply Chain Management*. Prentice Hall, Upper Saddle River, New Jersey.
- Handfield, R.B, Petersen, K., Cousins, P. and Lawson, B., (2009). An Organizational Entrepreneurship Model of Supply Management Integration and Performance Outcomes. *International Journal of Operations & Production Management* 29 (2), 100–126
- Hoekstra, S. and Romme, J., (1992), *Integrated Logistics Structures: Developing Customer Oriented Goods Flow* (London: McGraw-Hill).
- Hofstede, G. (1985). The Interaction Between National and Organizational Value Systems. *Journal of Management Studies*, 22(4), 347–357
- Holmberg, S. (2000). A systems perspective on supply chain measurements. *International Journal of Physical Distribution and Logistics Management*, 30(10):847–68.
- Hou, J., Zeng, A.Z. and Zhao, L. (2010). Coordination With a Backup Supplier Through Buy- Back Contract Under Supply Disruption. *Transportation Research Part E: Logistics Transportation Review*, 46 (6), 881–895
- Huang, M.C., Yen, G.F. and Liu, T.C. (2014). Reexamining Supply Chain Integration and the Supplier's Performance Relationships Under Uncertainty. *Supply Chain Management: An International Journal*, 19(1), 64-78
- Hult, G.T.M., Ketchen, D.J. and Nichols, E.L. (2002). An Examination of Cultural Competitiveness and Order Fulfillment Cycle Time Within Supply Chains. *Academy of Management Journal*, 45(3), 577-586.
- Hult, G.T.M., Ketchen, D.J. Jr, Adams, G.L. and Mena, J.A. (2008). Supply Chain Orientation and Balanced Scorecard Performance. *Journal of Managerial Issues*, 20(4), 526-544
- Johnson, ME, Davis T. (1998). Improving supplychain performance by using order fulfillment metrics. *National Productivity Review*, 17(3):3–16.
- Jones, C. (1998). Moving beyond ERP: making the missing link. *Logistics Focus*, 6(7):2–7
- Keskin, H., S.Z. İmamoğlu ve A.R. Aydemir. (2004). "Tedarik Zincirinde Taşıyıcıların Rolü, Kobiler Üzerinde Bir Uygulama Çalışması". *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (1). 149-164.

- Ketchen, D.J. and Hult, G.T.M. (2007). Toward Greater Integration of Insights From Organization Theory and Supply Chain Management. *Journal of Operations Management*, 25(2), 455-458
- Ketchen, D.J. and Hult, G.T.M. (2007). Bridging Organization Theory and Supply Chain Management: The Case of Best Value Supply Chains. *Journal of Operations Management*, 25(2), 573-580
- Khandwalla, P.N. (1977). *The Design of Organizations*. New York: Harcourt Brace Jovanovich.
- Kırılmaz, O., (2014), *Tedarik Zinciri Şebekesinde Risk Yönetimi: Otomotiv Endüstrisinde Bir Uygulama*, (Doktora Tezi), Gazi Üniversitesi, Endüstri Mühendisliği Anabilim Dalı, Ankara.
- Kline, R.B., (2011), *Principles and Practice of Structural Equation Modelling*, 3rd Edition, NY: Guilford Press.
- Koh, H. T. (2010). *Achieving High Organizational Performance: An Examination of the Importance of Formulation-Implementation Balance, Receptive Culture and Proactive Capabilities*. (PhD Thesis), The University of Adelaide, Business School, Australia
- Kotler, P. (2002). *Marketing Management, Millenium Edition. Custom Edition for University of Phoenix*, 5.
- Koufteros, X., Vonderembse, M. and Jayaram, J., (2005). Internal and External Integration for Product Development: the Contingency Effects of Uncertainty, Equivocality, and Platform Strategy. *Decision Sciences*. 36 (1), 97–133
- Koufteros, X. A. (1995), *Time-based manufacturing: developing a nomological network of constructs and instrument development*, Doctoral Dissertation, University of Toledo, Toledo, OH.
- Krugman, P. (1994), “Competitiveness: A Dangerous Obsession”, *Foreign Affairs*, Vol. 73, No. 2, pp. 28–44
- Lado, A.A., Boyd N.G., Wright P., (1992). A Competency-Based Model of Sustainable Competitive Advantage: Toward a Conceptual Integration, *Journal of Management*
- Lalonde, B.J. (1998). Building a supply chain relationship. *Supply Chain Management Review* 1998;2(2):7–8
- Lamming, R. (1993). *Beyond partnership: strategies for innovation and lean supply*. New York: Prentice-Hall. *Marketing Management*, McGraw-Hill, Berkshire, England

- Larson, P.D. and Halldorsson, A. (2004). Logistics versus supply chain management: An international survey. *International Journal of Logistics Research and Applications*, 7(1), 17-31
- Latunreng, W., Nasirin, C. (2019). Competitive Advantage: Exploring the Role of Partnership with Suppliers, Customer Relationship and Information Sharing as Antecedents. *Supply Chain Management: An International Journal*. Vol: 8 No: 9
- Lee, H.L. and Billington, C. (1992). "Managing Supply Chain Inventory: Pitfalls and Opportunities". *Sloan Management Review*, 33 (3). 65
- Lehmann, D.R. (2004). Metricsformaking marketing matter. *Journal of Marketing*, 68(4), 73-75.
- Lehtinen, U. & Järvinen, R. (2015). The Role of Service Characteristics in Service Innovations. *NJB* 64(3):169-170
- Li, S., Ragu-Nathan, B., Ragu-Nathan, T.S., & Rao, S.S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107-124.
- Lin, C.Y., and Kuo, T.H. (2007). The Mediate Effect of Learning and Knowledge on Organizational Performance. *Industrial Management & Data Systems*, Vol.107, No. 7, 1066-1083.
- Lummus, R.R., & Vokurka, R.J. (1999). Defining supply chain management: a historical perspective and practical guidelines. *Industrial management & data systems*. 99(1), 11-17
- Luthans, F. ve Stewart, T.I. (1977). A General Contingency Theory of Management. *The Academy of Management Review*. 2 (2), 181–195
- Marin-Garcia, J.A., Alfalla-Lopez, R. and Medina-Lopez, C. (2013). Supply Chain Integration Scales Validation and Benchmark Values. *Journal of Industrial Engineering and Management*. 6(2), 423–440
- Martin, S. "Endogenous Firm Efficiency in a Cournot Principal Agent Model." *Journal of Economic Theory*, April 1993, 59(2), pp. 445-50.
- Mason-Jones, R, Towill D.R. (1997). Information enrichment: designing the supplychain for competitive advantage. *Supply Chain Management*, 2(4):137–48.
- McCutcheon, D., & Stuart, F.I. (2000). Issues in the choice of supplier alliance partners. *Journal of operations management*, 18(3), 279-301.
- Mentzer, J.T, Min S, Zacharia Z.G. (2000). The nature of inter-firm partnering in supply chain management. *Journal of Retailing* 2000, 76(4):549–68

- Mills, H. (2010), *An Investigation of the Marketing Performance Measurement Practices of South African Organizations*, Yayınlanmamış Yüksek Lisans Tezi, Commerce, University of Stellenbosch
- Min, S., Mentzer, J.T. (2004). Developing and measuring supply chain concepts. *Journal of Business Logistics*, 25(1):63–99
- Moberg, C.R., Cutler, B.D., Gross, A., Speh, T.W. (2002). Identifying antecedents of information Exchange within supply chains. *International Journal of Physical Distribution and Logistics Management* 2002;32(9):755–70
- Monczka, R.M., Petersen, K.J., Handfield, R.B., Ragatz, G.L. (1998). Success factors in strategic supplier alliances: the buying company perspective. *Decision Science*. 29(3): 5553–77.
- Moran, W.T. (1981). Research on discrete consumption markets can guide resource shifts, help increase profitability. *Marketing News*;14(23):4
- Moreland, H. and Hyland, P. (2010). Multi-Criteria Assessment of Innovative Technology in the Beef Industry, *Modern Applied Science*, 4(2), 17-25
- Mucuk, İ. (1993). Modern İşletmecilik. *Der Yayınları, İstanbul*, 192-225
- Mucuk, İ. (2001), Pazarlama İlkeleri ve Örnek Olaylar, Türkmen Kitabevi, Genişletilmiş 13. Baskı, İstanbul
- Mwale, H. (2014). Supply chain management practices and organizational performance of large manufacturing firms in Nairobi, Kenya, University of Nairobi.
- Nalebuff, B.J. and Stiglitz, J. E. (1983), Prizes and Incentives: Towards a General Theory of Compensation and Competition, *The Bell Journal of Economics*, pp. 21-43 (23 pages)
- Narayanan, S., Jayaraman, V., Luo, Y. and Swaminathan, J.M (2011). The Antecedents of Process Integration in Business Process Outsourcing and Its Effect on Firm Performance. *Journal of Operations Management*. 29, 3–16
- New, S.J., & Payne, P. (1995). Research frameworks in logistics. *International Journal of Physical Distribution & Logistics Management*. 25(10):60-77.
- Noble, D. (1997). Purchasing and supplier management as a future competitive edge. *Logistics Focus*, 5(5):23–7.
- OECD. (2005). The Measurement of Scientific and Technological Activities: Guidelines for Collecting and Interpreting Innovation Data. *Oslo Manual*
- O'sullivan, D., & Abela, A. V. (2007). Marketing performance measurement ability and firm performance. *Journal of marketing*, 71(2), 79-93.

- Ovalı, E. (2005). “Müşteri İlişkileri Yönetimi Programının Bir Parçası Olarak Satış Görüşmelerinde Müşteri Memnuniyetinin Ölçülmesi Üzerine Bir Pilot Araştırma”. *Mustafa Kemal Üniversitesi, Sosyal Bilimler Enstitüsü Dergisi*, 2, (4). 2-13
- Over, D.E. (2003). *Evolution and the Psychology of Thinking*, New York: Psychology Press
- Özbay, B. (2008). *Tedarik Zincirinde Optimizasyon ve Bir İplik İşletmesinde Uygulama*. Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı. Sayısal Yöntemler Bilim Dalı. Yüksek Lisans Tezi. Denizli
- Özdemir, A.İ. (2004). “Tedarik Zinciri Yönetiminin Gelişimi, Süreçleri ve Yararları”. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (23). 87-96.
- Öztürk, S.A. (2013). *Hizmet Pazarlaması*. Ekin Basım Yayın, Bursa
- Paksoy, M.H. (2017). “İşletmelerin Satışa Sunacağı Yeni Ürünlerin Pazarda Tutunmasını Etkileyen Faktörler”. *Girişimcilik İnovasyon ve Pazarlama Araştırmaları Dergisi*, (1). 67-86
- Peteraf, M.A. (1993). The cornerstones of competitive advantage: A resource-based view, *Strategic Management Journal*
- Ploenhad, J., Laoprawatchai P., Thongrawd C., Jermstittiparsert, K. (2019). Mediating Role of Competitive Advantage on the Relationship of Supply Chain Management and Organizational Performance on the Food Industry of Thailand. *Supply Chain Management: An International Journal*, Vol. 8, No. 4
- Porac, J.F., Thomas, H. (1990). “Taxonomic Mental Models in Competitor Definition”. *Journal of Academy of Management*, Vol. 15 No. 2
- Porter, M. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. *The Free Press*, 162-163
- Porter, M. (1991). ‘Towards a Dynamic Theory of Strategy’, *Strategic Management Journal (Special Issue)*: 95-117
- Power, D.J., Sohal, A., Rahman, S.U. (2001). Critical success factors in agile supply chain management: an empirical study. *International Journal of Physical Distribution and Logistics Management*, 31(4):247–65.
- Ragatz, G.L., Handfield, R.B., Scannell, T.V. (1997). Success factors for integrating suppliers into new product development. *Journal of Product Innovation Management*, 14(3):190–202
- Raith, M., “Competition, Risk and Managerial Incentives.” *American Economic Review*, September 2003, 93(4), pp. 1425-36.

- Rigging, F.J. and Mukhopadhyay, T. (1994). Interdependent Benefits From Interorganizational Systems: Opportunities for Business Partner Reengineering. *Journal of Management Information Systems*, 11 (2), 37-57
- Rogers, D.S. and R.S. Lembke. (2001). "An Examination of Reverse Logistics Practices". *Journal of Business Logistics*, 22. (2), 129-148.
- Ross, D.F. (1998). "Competing Through Supply Chain Management, Creating Market-Winning Strategies Through Supply Chain Partnership. Boston" *Kluwer Academic Publisher*
- Ross, D.F. (2003). Introduction to e-supply chain management: engaging technology to build market-winning business partnerships. Boca Raton, Fla: St. Lucie Press
- Russell, R.S., and Taylor, B.W. (2009). Operations Management: Creating Value Along the Supply Chain, Wiley, New York
- Rust, R.T., Ambler, T., Carpenter, G.S., Kumar, V., & Srivastava, R. K. (2004). Measuring marketing productivity: Current knowledge and future directions. *Journal of marketing*, 68(4), 76-89.
- Saber, Z., Bahraami, H.R. and Haery, F.A. (2014). Analysis of the impact of supply chain management techniques: A competitive advantage in the market. *International Journal of Academic Research in Economics and Management Sciences*, Vol. 3, No. 1, pp. 75, 2014.
- Sacco, D., and Schmutzler, A., (2011). Is there a U-shaped relation between competition and investment?. *International Journal of Industrial Organization*, Vol. 29, No. 1, Pages 65-73
- Salazar, R.M., (2012). The Effect of Supply Chain Management Processes on Competitive Advantage and Organizational Performance. Air Force Institute of Technology. Department of The Air Force Air University. Master of Science in Engineering and Environmental Management.
- Sanders, N.R. (2008). "Pattern of Information Technology Use: the Impact on Buyer-Supplier Coordination and Performance. *Journal of Operations Management*, 26 (3), 349-367
- Scott, W.R. (1981). Developments in Organization Theory, 1960-1980. *Journal of American Behavioral Scientist*, Vol. 24, No 3.
- Scherer, F.M. and Ross, D., (1990). Industrial Market Structure and Economic Performance. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship
- Schmidt, Klaus M. "Managerial Incentives and Product Market Competition." Review of Economic Studies, April 1997, 64(2), pp. 191-213.

- Seggie, S.H., Cavusgil, E., & Phelan, S.E. (2007). Measurement of return on marketing investment: A conceptual framework and the future of marketing metrics. *Industrial Marketing Management*, 36(6), 834-841.
- Shapiro, R.D., (1984), Get leverage from logistics. *Harvard Business Review*, 62, 119–126.
- Sheridan, J.H. (1998). The supply-chain paradox. *Industry Week*, 247(3):20–9.
- Shin, H., Collier, D.A. and Wilson, D.D. (2000). Supply Management Orientation and Supplier Buyer Performance. *Journal of Operations Management*, 18, 317-333
- Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E. (2000). “Designing and Managing the Supply Chain-Concepts, Strategies, and Case Studies”. *American journal of Industrial and Business Management*. (4). 358.
- Simatupang, T.M., & Sridharan, R. (2005). An integrative framework for supply chain collaboration. *The international journal of logistics management*. 35(1): 44-62
- Sousa, R. and Voss, C. (2008). Contingency Research in Operations Management Practices. *Journal of Operations Management*, 26 (6), 697–713
- Spekman, R.E., Kamauff Jr, J.W., Myhr, N. (1998). An empirical investigation into supply chain management: a perspective on partnerships. *Supply Chain Management*, 3(2):53–67.
- Stanley, L.L., Wisner J.D. (2001). Service quality along the supply chain: implications for purchasing. *Journal of Operations Management*, 19(3):287–306.
- Stein, T, Sweat, J. (1998). Killer supply chains. *Information week* 1998;708(9):36–46
- Storer, M. and Hyland, P. (2011). Utilizing Industry-led Innovation Capacity to Enhance Supply Chain Performance: An Empirical Study. *Modern Applied Science*, 5(6), 55-81
- Stuart, F.I. (1997). Supply-chain strategy: organizational influence through supplier alliances. *British Academy of Management*, 8(3):223–36
- Tan, K.C. (2001). A framework of supply chain management literature. *European Journal of Purchasing & Supply Management*, 7(1), 39-48.
- Tan, K.C., Kannan, V.R., Handfield, R.B. (1998). Supply chain management: supplier performance and firm performance. *International Journal of Purchasing and Materials Management*, 34(3):2–9.
- Tan, K.C., Lyman, S.B., Wisner, J.D. (2002). Supply chain management: a strategic perspective. *International Journal of Operations and Production Management*, 22(6):614–31.

- Tanrıverdi, Y. (2010). *Tedarik Zinciri ve Stok Yönetimi Üzerine Bir Uygulama*. Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı. Sayısal Yöntemler Bilim Dalı. Yayınlanmamış Yüksek Lisans Tezi. Denizli.
- Tavakol, M., Dennick, R. (2011) Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–5.
- Theilmann, C., & Hukauf, M. (2014). Customer integration in mass customisation: A key to corporate success. *International Journal of Innovation Management*, 18(03), 1440002.
- Tompkins, J., Ang D. (1999). What are your greatest challenges related to supply chain performance measurement. *IIE Solutions* 1999;31(6):66.
- Towill, D.R. (1997). The seamless chain—the predator's strategic advantage. *International Journal of Technology Management* 1997;13(1):37–56
- Tracey, M., Vonderembse, M.A. and Lim, J.S. (1999), Manufacturing technology and strategy formulation: keys to enhancing competitiveness and improving performance, *Journal of Operations Management*, Vol. 17 No. 1, pp.411-428.
- Turner, J.R. (1993). Integrated supply chain management: what's wrong with this picture. *Industrial Engineering*, 25(12):52–5.
- Van der Vaart, T. and Van Donk, D.P., (2006). Buyer-focused Operations as a Supply Chain Strategy: Identifying the Influence of Business Characteristics. *International Journal of Operations & Production Management*. 10, 107–116
- Van Donk, D.P., Van der Vaart, T., Gimenez, C. and Sierra, V. (2012). Modeling the Integration- Performance Relationship: Collaborative Practices, Enablers and Contextual Factors. *International Journal of Operations & Production Management*, 32 (9), 1043–1074
- Van Hoek, R.I. (1997), Postponed manufacturing: a case study in the food supply chain. *Supply Chain Management*, 2, 63–75
- Van Hoek, R.I. (1998). Measuring the unmeasurable—measuring and improving performance in the supply chain. *Supply Chain Management* 1998;3(4):187–92
- Van Hoek, R.I., Voss, R.I., Commandeur, H.R. (1999). Restructuring European supply chain by implementing postponement strategies. *Long Range Planning* 1999;32(5):505–18
- Vitell, S.J., Nwachukwu, S.L. and Barnes, J.H. (1993). The Effects of Culture on Ethical Decision-Making: An Application of Hofstede's Typology. *Journal of Business Ethics*, 12, 753-760
- Waller, M.A., Dabholkar, P.A., Gentry, J.J. (2000). Postponement, product customization, and market-oriented supply chain management. *Journal of Business Logistics*, 21(2): 133–59.

- Walton, L.W. (1996). Partnership satisfaction: using the underlying dimensions of supply chain partnership to measure current and expected levels of satisfaction. *Journal of Business Logistics*, 17(2):57–75.
- Wang, W., Lin, C. and Chu, Y. (2011). Types of Competitive Advantages and Analysis. *International Journal of Business and Management*, 6(5), 100-104
- Wasti, S.N. and Wasti, S.A., (2008). Trust in Buyer-supplier Relations: The Case of the Turkish Automotive Industry. *Journal of International Business Studies*. 39 (1), 118–131
- Wiengarten, F., Fynes, B., Humphreys, P. and McKittrick, A. (2011). Assessing the Value Creation Process of e-business Along the Supply Chain. *Supply Chain Management: An International Journal*, 16(4), 207-219
- Wines, L. (1996). High order strategy for manufacturing. *The Journal of Business Strategy*, 17(4):32 –3
- Womack, J.P., Jones, D.T., and Roos, D. (1990). *The Machine that Changed the World*. Rawson Associates, New York
- Wong, C.W.Y., Miao, X., Shuang, C. and Yanhong, T. (2016). Impact of Corporate Environmental Responsibility on Operating Income: Moderating Role of Regional Disparities in China. *Journal of Business Ethics*, 149(2), 363-382
- Wong, W.Y.C., Sancha, C. and Thomsen, C.G. (2017). A National Culture Perspective in the Efficacy of Supply Chain Integration Practices. *International Journal of Production Economics*, 193, 554-565
- Yanya, M., Mahamat N.(2020). The Impact of Supply Chain Practices on Competitive Advantages: Moderation Role of Total Quality Management. *The Journal of Management Studies*, Vol. 21, No. 1
- Yağcı, K. (2009). *Tedarik Zinciri Yönetimi Uygulamalarının Konaklama İşletmeleri Performansına Etkileri*. Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Turizm İşletmeciliği Anabilim Dalı. Yayınlanmamış Doktora Tezi. İzmir
- Yükçü, S. and Gönen S. (2008). “Tedarik Zinciri Yönetimi ile Hedef Maliyetlemenin Birlikte Uygulanabilirliği”. *Muhasebe ve Finansman Dergisi*, 40. 71-83
- Yüreğir, O. H. ve Nakıboğlu, G. (2007). Performans Ölçümü ve Ölçüm Sistemleri: Genel Bir Bakış. *Çukurova Üniversitesi S.B.E. Dergisi*, 16(2): 545-562
- Zsidisin, G.A., & Ritchie, B. (2009). Supply chain risk management–developments, issues and challenges. In *Supply Chain Risk* (pp. 1-12). Springer, Boston, MA

Živadinović, K, N. (2004). Utvrđivanje Osnovnih Karakteristika Proizvoda Primjenom Faktorske Analize [Defining The Basic Product Attributes Using The Factor Analysis]. *Ekonomski Pregled*, 55, 952–966.



Appendix A: Online Questionnaire

TEDARİK ZİNCİRİ YÖNETİMİ SÜREÇLERİNİN REKABET AVANTAJI VE ORGANİZASYONEL PERFORMANS ÜZERİNE ETKİSİ

Değerli Katılımcı,

Aşağıda yer alan anket formu, Tedarik Zinciri Yönetiminin, Rekabet Avantajı ve Organizasyonel Performansa nasıl katkıda bulunduğunu anlamayı amaçlayan akademik bir çalışma kapsamında hazırlanmıştır.

Bu araştırmadan elde edilecek sonuçlar ile bilimsel ahlaka uygun olarak, gizlilik içerisinde değerlendirileceğinden soruları samimiyetle cevaplandırmanız, çalışmanın güvenilirliğini artıracaktır.

Anket, yaklaşık 12 dakikanızı alacaktır. Lütfen her soruya ne kadar katıldığınızı veya katılmadığınızı beş ölçekli bir formatta derecelendiriniz (yani, 1 = Hiç katılmıyorum, 2 = Katılmıyorum, 3 = Kararsızım, 4 = Katılıyorum ve 5 = Tamamen katılıyorum). Anketin sonunda yer alan bir kaç demografik soruyu ayrıca yanıtlamanız gerekiyor.

Araştırmadan sağlıklı sonuçlar elde edilebilmesi için, hiçbir sorunun boş bırakılmaması çok önemlidir.

Araştırma sonucunda elde edilen veriler üçüncü kişilerle kesinlikle paylaşılmayacak ve sizden herhangi bir kimlik bilgisi talep edilmeyecektir.

İçtenlikle cevapladığınız ve değerli katkılarınız için çok teşekkür ederiz.

Saygılarımızla,

Tedarik Zinciri Yönetimi (TZY)

Firmanızın tedarik zinciri yönetimi ile ilgili olarak, her bir ifadeye ne ölçüde katıldığınızı veya katılmadığınızı belirtmek için lütfen size en yakın gelen gerekli işaretleme yapınız.

Stratejik Tedarikçi Ortaklığı *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Tedarikçi seçiminde önceliğimiz kalitedir.	☐	☐	☐	☐	☐
Tedarikçilerimiz ile ortak sorun çözeriz.	☐	☐	☐	☐	☐
Tedarikçilerimizin ürün kalitelerini iyileştirmelerine yardımcı olmaktayız.	☐	☐	☐	☐	☐
Kilit öneme sahip tedarikçilerimizi dahil ettiğimiz sürekli iyileştirme programlarımız bulunmaktadır.	☐	☐	☐	☐	☐
Planlama ve hedef belirleme aşamasında faaliyetlerimize, bizim için kilit önemi olan tedarikçilerimizi dahil etmekteyiz.	☐	☐	☐	☐	☐
Kilit tedarikçilerimizi, yeni ürün geliştirme süreçlerine de aktif olarak dahil etmekteyiz.	☐	☐	☐	☐	☐

Müşteri İlişkileri *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Müşterilerimizle; güvenirlilik sağlamak, taleplerine yanıt vereabilmek ve diğer standartlarımıza ulaşabilmek için etkileşim halinde bulunmaktayız.	☐	☐	☐	☐	☐
Müşteri memnuniyetini ölçüyor ve değerlendiriyoruz.	☐	☐	☐	☐	☐
Gelecekteki müşteri beklentilerini belirlemekteyiz.	☐	☐	☐	☐	☐
Müşterilerin bizden yardım almalarını kolaylaştırmaktayız.	☐	☐	☐	☐	☐
Müşterilerle olan ilişkimizin önemini değerlendirmekteyiz.	☐	☐	☐	☐	☐

Bilgi Paylaşım Düzeyi *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Ticari ortaklarımızı değişen ihtiyaçlar konusunda önceden bilgilendirmekteyiz	☐	☐	☐	☐	☐
Ticari ortaklarımız özel bilgileri bizimle paylaşırlar.	☐	☐	☐	☐	☐
Ticari ortaklarımız, işimizi etkileyen konular hakkında bizi tam olarak bilgilendirirler.	☐	☐	☐	☐	☐
Ticari ortaklarımız, temel iş süreçlerine ilişkin iş bilgilerini bizimle paylaşırlar	☐	☐	☐	☐	☐
Ticari ortaklarımızla karşılıklı olarak iş planlamasının oluşturulmasına yardımcı olan bilgileri paylaşmaktayız.	☐	☐	☐	☐	☐
Ticari ortaklarımızla, diğer ortakları etkileyebilecek olaylar veya değişiklikler hakkında birbirimizi bilgilendiririz.	☐	☐	☐	☐	☐

Bilgi Kalitesinin Seviyesi *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Ticari ortaklarımızla aramızdaki bilgi alışverişi zamanında yapılmaktadır.	☐	☐	☐	☐	☐
Ticari ortaklarımızla aramızdaki bilgi alışverişi doğru bilgiler içermektedir.	☐	☐	☐	☐	☐
Ticari ortaklarımızla aramızdaki bilgi alışverişi eksiksizdir.	☐	☐	☐	☐	☐
Ticari ortaklarımızla aramızdaki bilgi alışverişi yeterlidir.	☐	☐	☐	☐	☐
Ticari ortaklarımızla aramızdaki bilgi alışverişi güveniliridir.	☐	☐	☐	☐	☐

Erteleme *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Ürünlerimiz modüler montaj için tasarlanmıştır.	☐	☐	☐	☐	☐
Nihai ürün montaj faaliyetlerini müşteri siparişleri alınana kadar ertelemekteyiz.	☐	☐	☐	☐	☐
Nihai ürün montaj faaliyetlerini tedarik zincirinde mümkün olan son konuma (veya müşterilere en yakın konuma) kadar erteleriz.	☐	☐	☐	☐	☐

Rekabet Avantajı (RA)

Firmanızın rekabet avantajı ile ilgili olarak, her bir ifadeye ne ölçüde katıldığınızı veya katılmadığınızı belirtmek için lütfen size en yakın gelen gerekli işaretlemeyi yapınız.

Fiyat/Maliyet *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Rekabetçi fiyatlar sunmaktayız.	☐	☐	☐	☐	☐
Rakiplerimizden düşük fiyatlar sunabilmekteyiz.	☐	☐	☐	☐	☐

Kalite *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Kaliteye dayalı rekabet edebilmekteyiz.	☐	☐	☐	☐	☐
Son derece güvenilir ürünler sunmaktayız.	☐	☐	☐	☐	☐
Çok dayanıklı ürünler sunmaktayız.	☐	☐	☐	☐	☐
Müşterilerimize yüksek kaliteli ürünler sunmaktayız.	☐	☐	☐	☐	☐

Teslimat Güvenilirliği *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
İhtiyaç duyulan ürünleri teslim etmekteyiz.	☐	☐	☐	☐	☐
Müşteri siparişlerini zamanında teslim etmekteyiz.	☐	☐	☐	☐	☐
Güvenilir teslimat sağlamaktayız.	☐	☐	☐	☐	☐

Ürün Yeniliği *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Özelleştirilmiş ürünler sunmaktayız.	☐	☐	☐	☐	☐
Müşteri ihtiyaçlarını karşılamak için ürün tekliflerimizi değiştirebilmekteyiz.	☐	☐	☐	☐	☐
Müşterinin "yeni özellik" taleplerine iyi yanıt vermekteyiz.	☐	☐	☐	☐	☐

Pazara Sunma *

	Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Ürünü pazara hızlı bir şekilde ulaştırmaktayız.	☐	☐	☐	☐	☐
Pazarda yeni ürünlerin tanıtımını ilk olarak firmamız yapmaktadır.	☐	☐	☐	☐	☐
Pazara ürün sunma süremiz sektör ortalamasından daha düşüktür.	☐	☐	☐	☐	☐
Hızlı ürün geliştirebilmekteyiz.	☐	☐	☐	☐	☐

Sosyo-Demografik Sorular**Cinsiyetiniz ***

- ☐ Erkek
- ☐ Kadın

Yaşınız *

- ☐ 18-24
- ☐ 25-30
- ☐ 31-35
- ☐ 36-41
- ☐ 42 ve üzeri

Eğitim Durumunuz *

- ☐ Lise
- ☐ Ön lisans
- ☐ Lisans
- ☐ Yüksek lisans/Doktora

Medeni Durumunuz *

- ☐ Evli
- ☐ Bekar

Şirketteki görev aldığınız departman aşağıdakilerden hangisidir? *

- ☐ Üst Yönetim
- ☐ Finans
- ☐ Muhasebe
- ☐ Pazarlama
- ☐ Satış
- ☐ Tedarik Zinciri Yönetimi
- ☐ Satın Alma
- ☐ Planlama
- ☐ Lojistik
- ☐ Operasyon
- ☐ Üretim
- ☐ Diğer: _____

Şirketteki görev aldığınız pozisyon aşağıdakilerden hangisidir? *

- ☐ Genel Müdür
- ☐ Genel Müdür Yardımcısı
- ☐ Direktör
- ☐ Müdür
- ☐ Diğer: _____

