

## STRATEGIC ORIENTATION IN BUSINESS: A RESEARCH ON KARDEMİR CO. INC.

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### ABSTRACT

*Adaptation of companies to constant change and their management of the change depend primarily on determination of their strategic orientations, including mission, vision, strategic objectives and targets. This research aims to analyze the basic components of strategic orientation of one of the important industrial enterprises of Turkey, Kardemir Inc. Survey method were used to gather data on perceptions of the company's managers. One-sample test statistics indicated the prominence of vision among other components and the decisive importance of mission in comparison to strategic objectives and targets. The management of components predetermines the success of the company.*

**Keywords:** Strategic Orientation, Mission, Vision, Strategic Objectives.

## İŞLETMELERDE STRATEJİK YÖNELİM: KARDEMİR A.Ş. ÜZERİNE BİR ARAŞTIRMA

### ÖZET

*İşletmelerin sürekli değişen iş ortamına zamanında uyum sağlayabilmeleri ve bu uyumu sürdürebilmeleri öncelikli olarak misyon, vizyon ile stratejik amaç ve hedeflerini kapsayan stratejik yönelimlerini belirlemelerine bağlıdır. Bu araştırma ülkemizin ilk ve önemli sanayi kuruluşları arasında yer alan Kardemir A.Ş.'nin stratejik yönelimi ile ilgili temel bileşenlerin incelenmesini amaçlamaktadır. Bu amaçla şirket yöneticilerinin görüşleri anket yöntemiyle elde edilmiş ve One-Sample Test istatistiği kullanılarak analiz edilmiştir. Sonuçlar stratejik yönelimin belirlenmesinde vizyonun diğer bileşenlere oranla öne çıktığını, misyonun ise stratejik amaç ve hedeflere kıyasla daha belirleyici olduğunu göstermektedir. Stratejik yönelim bileşenlerinin sistem bütünlüğü içerisinde yönetilmesi işletmenin başarıya ulaşmasını sağlayacaktır.*

**Anahtar Kelimeler:** Stratejik Yönelim, Misyon, Vizyon, Stratejik Amaçlar.

## **1. Introduction**

Constant change which fundamentally influences the business leads to strategic consciousness. This consciousness is important for their adaptation to rapid developments and for self-sustainability. The potential of the business to overcome the problems that they face during this process is closely related with their abilities to manage the future. Determination of the companies' strategic orientation is important and primary in managing the future.

From a general point of view, strategic orientation is one of the means that is necessary for realizing fundamental major strategic aims rather than contending with existing achievements. From the point of the business, strategic orientation includes featuring of the reasons and definition of the work to be done, determination of firm's future targets as of today, and development of appropriate strategies for realization of these targets. In short, strategic orientation is the designation of the mission, vision and strategic objectives and targets of the firms.

Strategic orientation is a systemic, innovative, and participatory approach. Strategic orientation helps realization of objectives and targets of the companies by means of leading them to rational behaviors and strategic co-operations. Companies which do not clearly define their strategic orientations or which cannot apply required strategies in line with their pre-determined strategic orientations are unable to achieve their strategic objectives.

## **2. Strategic Orientation**

Strategy is the pile of actions of a business which enables it to orient between its capabilities, internal resources and the chance, threats of the external environment. So, the strategy concept has been so important in business literature and especially in management and decision theories recently (Erol et al., 2013:77). Today, in terms of businesses, the goal of the strategies is to enable the establishments reach the desired results within the atmosphere of uncertainty. This is because, strategy provides businesses opportunities achieving their goals. This opportunism provides the businesses a comparative supremacy in stiff competition environment. From this aspect, strategy deals with the long term choices (Özer, 2015:71).

Strategically thinking is not enough in business life. Companies must mature and plan the strategic thoughts, make choices, apply and evaluate the conclusions and bring out new strategies. It's far beyond to possess a strategy and it requires managing the strategic process. Companies try to get the chance of competition in order to reach their goals. The way of getting the chance of competition and make it constant is not to possess the strategy but it is the strategic management itself. (Erol et al., 2013:77).

Strategic management is a systematic approach for realization of strategic considerations. This approach is a process made up of several phases (Güçlü, 2003:77). Strategic management is the management of a company that provides a link between strategy and production. Moreover, strategic management can be viewed as a complex process of anticipating the future of a company, organization or country, evolutionary process that it passed during the term in which occurs strategy formulation, implementation and continuous self monitoring and evaluation. To sum up, strategic management is not just a process of strategy formulation, but a new form

of management, based on strategy (Cotocel et al., 2014:433). According to another definition; strategic management is a way leading company in the main goals; that is, the development of corporate values, managerial capabilities, organizational responsibilities, and administrative systems that are connecting the strategic and operational decision making at all levels of the hierarchy, and through all business lines of business and authority functions of the company (Sawitri & Muis, 2014:7).

Strategic planning which constitutes the first phase of the strategic management that targets management of the future is the perception of environmental opportunities and threats and determination of appropriate pro-active activities to meet these opportunities and threats. For this, executive managers should clearly define the motivation of the business, its sphere of activity, strategic targets and future plans (Koçel, 2003:128). In this sense, by conducting internal and external environment analysis and by taking three important factors, namely mission, vision and the strategic objectives and targets, into consideration, companies, define their strategic orientations (Kavuncubaşı, 2000:136).

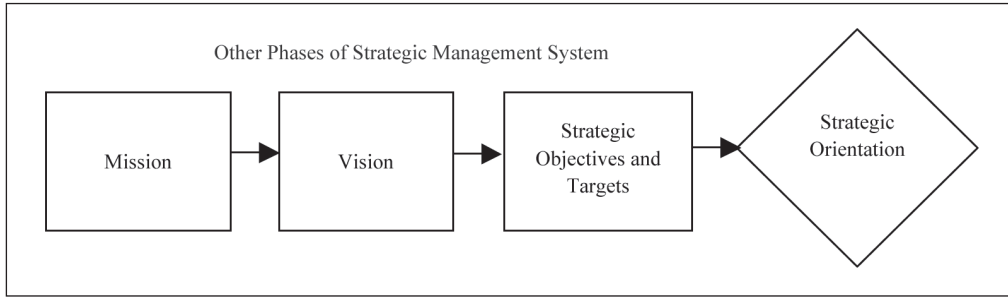
Strategic orientations may be described as guiding templates for the ways organizations conduct their business activity, or principles that direct and influence the activities of a firm and generate the behaviors intended to ensure the viability and performance of the firm. Thus, strategic orientation captures some of the underlying principles that may, or may not, generate the simultaneous opportunity and advantage seeking behaviors commonly described as strategic entrepreneurship (Hakala, 2015:212).

In order to define the strategic orientations of the business, strategist managers should analyze the opportunities and the threats created by various factors that influence the business and the strengths and weaknesses of the business in a systematic manner. As for that, strategist managers should possess educational and analytical skills in order to shape the future direction of the business (Parnell, 2005:159).

Strategic orientation that occupies an important place in the strategic management systems of the business is a part of large-scale behavioral components with its multi-dimensional and complex structure. Since strategic orientation mostly reflects the personal traits of the strategists and upper-level business managers, these managers have an important role in defining the future direction of business. Due to this, strategic orientation which is determined under the influence of dominant traits of the upper-level managers of companies is an influential variable for the success of the business (Escriba-Esteve, Sanchez-Peinado & Sanchez-Peinado, 2009:581-582).

Figure one indicates the components of strategic orientation to be analyzed within the scope of this study and their interactions:

**Figure 1: Factors of Strategic Orientation and Their Interactions**



**Source adapted:** Carpenter, M. A., & Sanders, G. (2009). *Strategic Management: Concepts and Cases, A Dynamic Perspective Second Edition.*, New Jersey: Pearson Education Inc.

Strategic orientation as an important component of the strategic management system in defining the future direction of the organization includes the mission, vision and strategic objectives and targets as well as their multi-dimensional interactions. The following part is the analysis of each concept.

## 2.1. Mission

In the literature there is no consensus on the definition of the mission. Consequently, different scholars propose different definitions. Hong & Park (2010:1135) define mission as a formal and concrete document which reflects the situation targeted by an organization and which also reflects the organizational values and applications. However it is not compulsory for the mission to include concrete characteristics. In addition to the definition of the mission as a document which includes common values that are necessary for reaching the vision of a firm, Akgemci (2007:23) defines mission as the answer to the question “why do we exist” in terms of organization. For Ingenhoff & Fuhrer (2010:87), mission is a reflection of the firms and the employees of the firms and is a term that is related with the reason of existence of the firm.

The term mission has critical importance for the strategic planning of the business and their strategic orientation both in the literature and in actual business life. Although mostly professional and upper-level managers define the mission for the internal and external shareholders, founding values of the entrepreneurs are crucial for determination of the enterprise.

Sufi & Lyons (2003:255) summarize the components of the mission as the organizations’ mirror and vehicle of communication; building stones and invisible hands; Hippocratic Oath, lighthouse and anchor; maternity discourse and conscience; and, slogan and the symbol. Although the responsibility for determination of the mission of the business belongs to executive managers, the process of shaping the mission involves many employees. Additionally, since mission is directly related with the product markets, consumers, customers, middle and supervisor managers as well as other employees, it is in direct contact with the business’s customer and markets (Ireland et al., 2009:19). Due to this, enterprises should declare their missions to the society in a clear manner (Güçlü, 2003:76). This requirement is not only a commercial requirement but also is a reflection of the social responsibility.

## **2.2. Vision**

Similar to other terms related to the strategic management, the literature provides different definitions to the term vision. According to Parlak & Sobacı (2005:288) vision symbolizes the future of the organization and expresses the targets of the business in the long run. In this sense, vision can be defined as the feasible long-run objective. For Barca & Balci (2006:32), vision is an important strategic vehicle that determines the organizations' institutional culture and managers' perspectives and outlook of future. Thereby, strategic objectives and targets and requirements to achieve these targets are specified.

Vision is a simple expression of the destination and the place targeted by the business. As a forward explanation, vision defines the long-term targeted status of the business (Carpenter & Sanders, 2009:70). It is the perception, the thought and the imagination that expresses the place targeted by the organizations which reflects the existence of the organizations and their future expectations.

Strategist managers who attempt to specify the future vision of the organization face with uncertainties and misinformation at the decision-making phase. During this phase, it will be helpful for the upper-level managers to form the vision with proper design through taking priorities and prominence in determining strategic objectives and targets into consideration and to share this vision with the employees. When considered from this point of view, well-designed and shared vision might mostly guide the managers in the phase of decision-making on the determination of strategic orientation and transmits them sense of direction. Beyond being only a slogan, such a vision is important in the sense that it reflects the fundamental values of the organization, that it is shared by the employees and that is realistic and attainable (Bonn & Fisher, 2008:6).

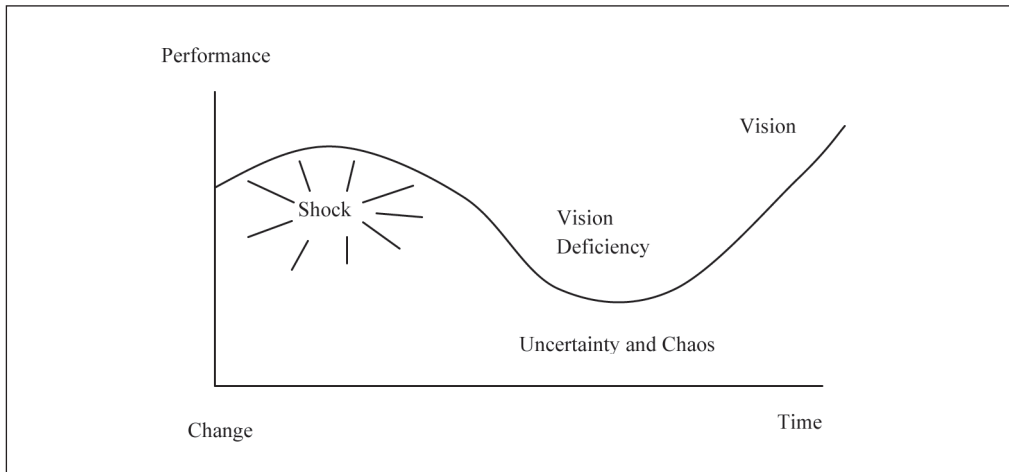
The importance of the vision comes from its integrative function among separate parts of an organization. A robust vision should hold the characteristics of being idealist, unique, distinguishing, shared and attractive. Besides, and most importantly, the vision should be realistic and reasonable (Parlak & Sobacı, 2005:288-289). Additionally, future vision appears as an important fact in the formation of the qualified management phases (Çetin, 200(Çetin, 2009:96). In this sense, effectiveness of the vision requires it to hold many characteristics at different phases. The qualities of an effective vision include (Eren, 2005:19; Kanji, 2008:419):

- Strategic managers should consider all alternatives
- Strategists should declare the vision and the shareholders should perceive it since its quality increases as it is shared.
- It reflects the innovative, creative, risk-taking and participative characteristics of the strategists.
- It should direct and lead into action via motivating the members.
- It should provide incentives for the members according to changing circumstances (flexibility)
- It should possess objectives that target realizable/achievable perfectionism

- Strategic managers should sustain active participation of the majority and form synergic interaction through an integrative perspective.
- It is unifying and motivational in accommodating collective and individual goals.

While the existence of the vision directs the enterprise to cooperation, creativity and rational behavior, its deficiency might lead to failure by causing uncertainty, crisis and chaos (Ülgen & Mirze, 2004:180). Enterprises' absence of future vision and their deficiency in determining their future direction will create obstacles for them to adapt the chaotic environment which in turn will influence their success in a negative way. Figure 2. indicates the negative situation created by the vision deficiency.

**Figure 2: Vision Deficiency.**



Vision as an important vehicle for determination of the priority order of the organizational activities and for monitoring organizational performance is an essential component of the strategic orientation. Additionally, vision is a consistent criterion in measuring the organizational development efficiently ((Eom, 2008:845Eom et al., 2008:845-846).Most organizations acknowledge the importance of the vision that defines the ideal situation of the organization in the future in determining the mission and the strategy. Vision is also used in prioritizing alternative options (Naaranoja et al., 2007:659).

Vision, on its own, is inadequate for orienting the future. For the success of the vision, the process should be considered as a whole. In this context, vision, along with the mission, objectives, targets, fundamental values, image and all phases of strategic management process should be considered with a system approach. These concepts which are in interaction with the vision surround the members of the organization mentally and define their desires, values and beliefs on strategic issues (Rodoplu, 2004:252).

### **2.3. Strategic Objectives and Targets**

Other factors that are influential on the formation of the strategic orientation are the strategic objectives and targets of the business. Ergin (1992:25) defines the objectives as the long-term highest results that the enterprises aim to achieve, and targets as the phases in the interim period that are necessary for achievement of the objectives. In this regard, the missions and visions of the enterprises form the basis for the strategic objectives and targets that the enterprises need to achieve (Kavuncubaşı, 2000:139-140). Strategic objectives are related with the entire enterprise due to the fact that they define the place and the situation that the enterprises targets (Eren, 2003:170). In other words, strategic objectives are the specialized and defined forms of the general objectives and the mission according to the enterprises' field of activity.

In short, determination of the works to be conducted by the companies and the path to be followed prior to the work is possible through determination of some of the strategic objectives (Hatiboğlu, 1995:53). Within this context, strategic objectives are long-term objectives determined by taking the environmental factors into consideration. They direct the whole organization and guide the employees. By exploring the long-term priorities of the organization, they constitute standards that are targeted to be achieved at all levels of the organization and facilitate the control of these standards by the management (Köse, 2008:26). Figure 3 indicates some characteristics which are required for the constitution of the strategic objectives that are necessary for attaining the success that they target.

Figure 3: Characteristics of Strategic Objectives Strategic objectives and targets should be harmonious with the task, mission and the vision of the firm. Additionally, they should be in line with the integrity of the strategic management system that is related with the environment internal and external to the organization.

### **3. Kardemir Co. Inc. Strategic Orientation Research**

As in other countries, Turkish state established integrated iron and steel plants due to their high organization costs and long payback period. Within this context, Karabük Iron and Steel Plant which was founded on 3 April 1937 is the first heavy industry investment of Turkey. Since its foundation, the Plant has been an important source of income and employment both for the region and the country.

Rapid and unexpected world-wide strategic transformation process has led to adverse outcomes for the Karabük Iron and Steel Plant. As a result of both these adverse outcomes and the radical transformation in economic policies, the firm faced with important changes in its status. With the agreement among the Republic of Turkey Privatization Administration and the Kardemir Co. Inc. Enterprising Board, Karabük Iron and Steel Plant has been privatized on 30.03.1995 (Kardemir, n.d.).

Following its privatization, the company has widened its range of products with investments on steel works converter system, lime and oxygen plants, blast-furnace modernization, and track and profile rolling mills (Atalay & Demirel, 2001:103). In addition to the high-tech investments and changes in management mentality, the company has further developed through the projects supported by the Scientific and Technological Research

Council of Turkey (TUBITAK) and the strategic alliance with the universities. Kardemir Co. Inc. which takes place among the top 50 industrial firms as declared by the Istanbul Chamber of Commerce (ISO) in 2010 is expected to maintain its importance in the future through strategic advances (ISO, 2011).

At Kardemir Co. Inc., nearly 4.000 people are employed with all the plants inside and it continues its production activities since the date of its establishment with having roots of heavy industry culture, capable human resource and institutional management experience and it is now one of the leading companies in its sector (Kardemir Co. Inc., 2015).

Kardemir Co. Inc. is also a prominent business in the region that intends to meet the social demands and expectations as a requirement of social responsibility (Kaştan & Demirci, 2010:317). Within this context, the company carries on significant investments in the fields of basic municipal services, urbanization, education, health services, socio-cultural and religious services (Karakök, 2010:289).

### **3.1. Company's Strategic Orientation**

This part will deal with Kardemir Co. Inc.'s mission, vision and the strategic objectives and targets that constitute the basic components of the strategic orientation of the company. The company states its mission as production through continuous improvement of the products, process and quality management; efficient usage of products and resources that meet customer demands; and prioritization of both low costs and environmental awareness (Kardemir, n.d.). Company's vision includes production of high-quality products at international standards in line with the total quality management approach and development into a favored company with its dealing with the customers and its prices that maintain competitive advantage to the company (Kardemir, n.d.).

Strategic targets and objectives include:

- Increasing the capacity over 2 million tons per year
- Maintaining steel production per labor at level of 600 tons.
- Manufacturing of products unique to the Kardemir Co. Inc.
- Manufacturing at international standards
- Manufacturing in accordance with the international environmental standards.
- Quality raw material procurement
- Increase in technology investment
- Maintaining brand diversity (Kardemir, 2010)

### **3.2. Research Objectives and Rationale**

The objective of this research is analysis of perceptions of the managers of the Kardemir Co. Inc, towards the company's strategic orientation. Within this context, sub goals of this research include:



- Analysis of company's mission
- Analysis of company's vision
- Analysis of strategic targets and objectives of the company

As an important industrial enterprise in Turkey, Kardemir Co. Inc. has been an important source of income and employment since its foundation. From past to present, Kardemir Co. Inc. has increased its competitiveness and has sustained steps towards its strategic advantage pertinaciously. In this sense, this paper takes strategic orientation of the Kardemir Co. Inc. which is expected to sustain its strategic importance in the future with its modern, competitive and advanced infrastructure and facilities as an important point of research.

### **3.3. The Limitations of the Research**

Since this research has been done on the managers at Kardemir Co. Inc., the limitations of the research highly depend on the perceptions and expertness of the managers when they answer to the questions. Because of these limitations, it is not so accurate to evaluate and generalize the conclusions of the research dealing with the strategic orientation of the businesses.

### **3.4. Research Method**

Data in this research that targets determination of the perceptions of Kardemir Co. Inc managers related with strategic orientation is gathered through survey method. Strategic management process is under the responsibility of executive managers and directors of functional departments (Ergin, 1992). Questionnaires have been sent to managers at all levels, including the supervisors, in order to reveal the degree to which strategic orientation as an important phase of strategic management process is determined and shared with a participatory approach.

The surveys have been sent to 350 managers that constitute the target population and 284 of the surveys have been responded with one being excluded from analysis as it was found inappropriate for evaluation. In the analysis for the reliability of the questionnaire, Cronbach's Alpha coefficient is calculated as 0.85 ( $> 0,70$ ). When analyzed in terms of the components of the strategic orientation, Cronbach's Alpha coefficient is calculated as 71% for the mission, 89% for the vision and 86% for the strategic objectives and targets respectively.

Questions on functional variables are prepared by using a 5 point Likert scale in order to analyze the variables related to the perceptions of the managers. While preparing the survey, the strategic orientation components of the company (mission, vision, strategic goal and targets) were reviewed and analyzed within the concept of the data dating back to its establishment date and now. So, the net-shape of the survey was formed after conducting the pilot scheme of the survey to some of the managers of the company. There are 44 questions in the survey, consists of 5 questions to define the specialties of the managers and 39 questions to define the managers' perceptions about the strategic orientation of the company.

$SY = f(\text{the managers' perceptions})$

Hypotheses of the research are derived from the questions on functional variables. For example, the hypothesis referring to the 6<sup>th</sup> question is either adaptation to the environment is not important (i.e., null hypothesis) or adaptation to the environment is important (i.e., alternate hypothesis).

### 3.5. Analysis of Data and Results

The survey has found that the company used one-sample test statistics in determination of its strategic orientation. Descriptive statistical data and statistical results on variables have been grouped according to the components of strategic orientation, namely mission, vision and strategic objectives and targets, respectively. Table 1 presents data on the demographic profile of the managers:

**Table 1: Demographic Profile of the Managers.**

Characteristics	Distribution	Number	%
Gender	Female	16	6
	Male	267	94
Management Level	Executive	23	8
	Middle	60	21
	Supervisory	200	71
Education	High School and Below	136	48
	Undergraduate	133	47
	Graduate	14	5
Experience	5 years and below	85	30
	6-10 years	94	33
	11-15 years	66	23
	16 years and above	38	14
Department	Management	57	20
	Production	225	80

6% of the respondents are female and 94% are male. In terms of board level, 8% of the respondents are upper level managers whereas 21% are middle level and 71% at lower level managers. In terms of education, 48% of the respondents are graduates of high school and schools below high school whereas 52% hold undergraduate and graduate degrees. In terms of professional experience, 63% of the respondents have experience below 10 years and 37% have more than ten years of experience. Finally, in terms of professional department, 20% work at managerial department whereas 80% hold a seat in department of production.

Table 2 gives statistical results on the mission component of strategic orientation:

**Table 2: Results on Mission.**

	<b>Questions</b>	<b>t</b>	<b>Result</b>
1	Transparency in management is in the forefront	-10,952	.000 P < 0.001***
2	Managerial accountability should be implemented	-6,491	.000 P < 0.001***
3	Our mission should be determined with a participatory approach and should be shared with the employees.	-1,835	.068 P > 0.05 <sup>ns</sup>
4	Our mission should be revisable according to the strategic analysis results.	-3,099	.002 P < 0.01**
5	Our corporate culture should be developed in line with our mission.	-2.062	.040 P < 0.05*
6	Accord with the environment is important	,222	.825 P > 0.05 <sup>ns</sup>
7	Our position in domestic iron and steel sector is important.	3,177	.002 P < 0.01**
8	Our position in international iron and steel sector is important.	-.818	.414 P > 0.05 <sup>ns</sup>
9	High value-added, long-product is important.	1,413	.159 P > 0.05 <sup>ns</sup>
10	Customer confidence is important and should not be lost.	2,293	.023 P < 0.05*
11	Processes at all levels are based on total quality management.	-5,198	.000 P < 0.001***
12	Development of the system is fundamental duty of those that work within the system.	-2,048	.041 P < 0.05*
13	Strategic co-operation at all levels is important.	-2,627	.009 P < 0.01**

Prioritization of transparency and accountability in management and taking total quality management as basis at all levels are meaningful. Revision of the mission according to the strategic analysis results, the position of the company in domestic iron and steel sectors and strategic co-operation of the company at all fields are highly meaningful (see Table 2). Additionally, the issues of the development of the corporate culture in line with the mission, the avoidance of losing customer confidence and the requisite to improve the system employees are significantly meaningful. The findings support rejection of null hypothesis.

The issues of the determination of the mission with a participatory approach and sharing of it with the employees, the accord with the employees, the accord with the environment, the position in international iron and steel sector, and the high value-added long-product manufacture are statistically insignificant. The findings support rejection of alternate hypothesis.

Table 3 shows statistical results on the vision component of the strategic orientation:

**Table 3: Results on Vision**

No	Questions	t	Results
1	Our production capacity should be increased to 2.5 million ton per year in the near future	1,635	.103 P > 0.05 <sup>ns</sup>
2	Our range of product should be widened	-2,098	.037 P < 0.05*
3	Our vision should be determined with a participatory approach and should be shared with the employees	-2,092	.037 P < 0.05*
4	Our corporate culture should be developed according to our vision	-2,108	.036 P < 0.05*
5	Our vision should be revisable according to the results of strategic analysis	-3,691	.000 P < 0.001***
6	Environmental uncertainties should be turned into opportunities	-6,635	.000 P < 0.001***
7	Our position in domestic iron and steel sector should be developed.	2,519	.012 P < 0.05*
8	Our position in international iron and steel sector should be developed.	2,566	.011 P < 0.05*
9	Global competitive power in long-product should be maintained.	.042	.967 P > 0.05 <sup>ns</sup>
10	Global competitive power in structural steel should be maintained.	-,215	.830 P > 0.05 <sup>ns</sup>
11	Global competitive power in profile should be maintained.	2,249	.025 P < 0.05*
12	Global competitive power in railroad track should be maintained.	4,923	.000 P < 0.001***
13	Strategic co-operation at national level should be developed.	-2,009	.045 P < 0.05*
14	Strategic co-operation at international level should be developed.	-2,212	.028 P < 0.05*

The issues of the revisability of the vision according to strategic analysis results, transformation of uncertainties into opportunities, and the achievement of global competitiveness in railroad track manufacture are highly meaningful (see Table 3). The issues of the widening of the range of products, determination of the vision with a participatory perspective and sharing of it with the employees, development of the corporate culture in line with the vision, development of the company's position in domestic and international iron and steel sector, achievement of global competitive power in profile manufacture and development of strategic co-operation at all levels are highly significant. The findings support rejection of null hypothesis. The issues of production capacity increase to 2.5 million ton per year in the near future and the achievement of global competitiveness in long-product and structural steel manufacture are statistically insignificant. The findings support rejection of alternate hypothesis.

Table 4 presents statistical results on the strategic target and objectives component of the strategic orientation:

**Table 4: Results on Strategic Objectives and Targets**

No	Questions	t	Results
1	Our strategic objectives should be revisable according to results of strategic analysis	-4,587	.000 P < 0.001***
2	Our mission is in harmony with our basic capabilities	-9,565	.000 P < 0.001***
3	Our vision is in harmony with our basic capabilities	-9,319	.000 P < 0.001***
4	Our strategic objectives and targets are in harmony with our mission	-8,280	.000 P < 0.001***
5	Our strategic objectives and targets are in harmony with our vision	-8,147	.000 P < 0.001***
6	Our production capacity and market share of long-product should be increased	-2,835	.005 P < 0.01**
7	Our production capacity and market share of structural steel should be increased	-1,603	.110 P > 0.05 <sup>ns</sup>
8	Our production capacity and market share of profile should be increased	1,798	.073 P > 0.05 <sup>ns</sup>
9	Our production capacity and market share of railroad track should be increased	4,149	.000 P < 0.001***
10	Investment on technology should be increased	1,827	.069 P > 0.05 <sup>ns</sup>
11	Green technologies should be used	2,858	.005 P < 0.01**
12	Quality input should be maintained	3,479	.001 P < 0.01**

The issues of revisability of strategic objectives according to results of strategic analysis, harmony of the mission and vision with the basic capabilities of the company, harmony of the strategic objectives with the mission and vision and increase in market share and production capacity in railroad track manufacture are significantly meaningful (see Table 4). The issues of increase in production capacity and market share in long-product, usage of green technologies and quality input supply are crucially meaningful. The findings support rejection of null hypothesis. The issues of the increase in production capacity and market share of structural steel and profile and investment in technology are insignificant statistically. The findings support rejection of alternate hypothesis.

#### 4. Conclusion

This study targets the analysis of the perceptions of Kardemir Co. Inc. managers towards the strategic orientation of the company. The study evaluates the company's components of strategic orientation, that is, mission, vision and strategic objectives and targets. When the evaluations of mission component are analyzed, the company holds the factors including

transparency, accountability, quality ( $p < 0,001$ ), revision according to the strategic analyses, consideration of the company's position in domestic iron and steel sector, inclination towards strategic co-operation at all fields ( $p < 0,01$ ), development of corporate culture in line with the mission, consideration of the customer confidence and consideration of system development firstly as an intra-company responsibility ( $p < 0,5$ ). On the other hand, the company is inadequate in terms of determination of its mission with a participatory approach and sharing of it with its employees, harmony with the environment, its status in international iron and steel sector and direction towards high value-added products ( $p > 0,05$ ).

When evaluated in terms of the company's vision, renewal of the vision, utilization of environmental opportunities, global competitiveness in railroad track manufacture ( $p < 0,001$ ), widening of the range of products, sharing of the vision, development of the corporate culture in line with the vision, development of the company's position in domestic and international iron and steel sector, global competitiveness in profile manufacture, development of strategic co-operations at all levels ( $p < 0,05$ ) appear as important positions that the company intends to attain. On the other hand, increase of the production capacity to 2.5 million ton per year and global competitiveness in long-product and structural steel are not the factors that the company intends to attain.

Revision of the strategic objectives according to the findings of the strategic analysis and its harmony with the mission and the vision, harmony of the mission and the vision with the basic capabilities of the company, increase in the production capacity and market share in railroad track manufacture ( $p < 0,001$ ), increase in production capacity and market share in long-product, usage of green technologies, quality input supply ( $p < 0,01$ ) are important strategic objectives and targets. Increase in production capacity and market share of structural steel and profile and technological investments are not among the important strategic objectives and targets of the company ( $p > 0,05$ ).

In terms of the mission component of the variables, Kardemir Co. Inc. has adopted recent management approaches, including institutional management and total quality management. Besides, the company has a structure that is open to strategic co-operations, attaching great importance to the reliance of the customers and attempting to harmonize these characteristics with its organizational culture in order to attain success at national level. Within this context, harmony with the environment, production of high value-added products and enhancement of the global position of the company will positively contribute to the company's success.

In terms of the vision, Kardemir Co. Inc. is a company that shares its vision, that revises and harmonizes its vision in line with the changing environmental factors, that plans to achieve global competitiveness in railroad track manufacture, that targets development of its global competitiveness in iron and steel sector through widening its range of products and that is open to strategic co-operations at all levels. Within this context, strategic orientations on determination of the vision of the company with a participatory approach, augmentation of the global competitiveness of the company on the basis of total quality management and demand for occupation of an important place in international iron and steel sector will influence the success of the company in a positive manner.

Analysis in terms of strategic objectives and targets suggest that the company has strategic objectives and targets that are revised according to the changing internal and external environmental factors, that are harmonized with the mission and the vision, that consider the quality input and utilization of green technology, and, that are in direction towards increase of the production capacity and market share of the company. Accordingly, strategic orientation towards accordance of mission and vision with the basic capabilities, maintenance of production with quality processes, importance given to technological investments and increase in global market share will contribute to the improvement of the position of the company through influencing the success of the company in a positive direction.

It must be remembered that, lots of variables inside or outside of the business which are both versatile and complex are influent on the accomplishment of the strategic orientation in businesses. On the other hand, while ensuring the corporate achievement, adopting the strategic management concept covering the managerial applications affects positively the strategic orientation decisions.

In conclusion, it's important to preserve the positive formation of the business and ensuring it constant. Also, it is believed that it is useful for the corporate achievement when making decisions about the strategic orientation in the business and applying them, defining and sharing the mission and vision coherently.

It's emphasized in the research that it's primarily important to define the strategic orientation when the managers making decisions the future of the business. Since no too much studies have been done on the strategic orientation, it's expected that this research may contribute to the researchers and the literature for further studies.

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