

**The Effect of Glocalization Strategies Implemented by Global
Companies on Consumer Brand Preference in Türkiye: The Case of
South Korea**

*Küresel Şirketler Tarafından Uygulanan Glokalizasyon Stratejilerinin
Türkiye’de Tüketici Marka Tercihine Etkisi: Güney Kore Örneği*

Jeenee LEE

*Gebze Teknik Üniversitesi
İşletme Bölümü
Gebze Technical University
Department of Business
jeenee21c@gmail.com*

Prof. Dr. Bülent SEZEN

*Gebze Teknik Üniversitesi
İşletme Bölümü
Gebze Technical University
Department of Business
bsezen@gtu.edu.tr*

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Küresel Şirketler Tarafından Uygulanan Glokalizasyon Stratejilerinin Türkiye'de Tüketici Marka Tercihine Etkisi: Güney Kore Örneği

Jeenee Lee¹

Bülent Sezen²

Abstract

The concept of glocalization, which is formed by combining the words globalization and localization, has been widely used in recent years. The purpose of this study is to determine the effect of glocal marketing strategies on consumers' brand preferences. In the study, South Korean brands operating in Türkiye were examined. This study was carried out with quantitative research method, and questionnaire technique was used to collect primary data. The questionnaires were administered online until the sufficient sample size was reached. Then the collected data were analyzed with the SPSS program. For this study, classical linear regression analysis was used. According to the results obtained from the research, it was determined that the sub-dimensions of glocalization strategies such as sensitivity, promotion, price, and distribution were effective on consumer preferences, while product and environment dimensions were not effective on consumer preferences.

Keywords: Glocalization, South Korea, Consumer Brand Preference

Öz

Küreselleşme ve yerelleşme kelimelerinin birleşmesiyle oluşan glokalleşme kavramı son yıllarda yaygın olarak kullanılmaktadır. Çalışmanın temel amacı, küresel pazarlama stratejilerinin tüketicilerin marka tercihleri üzerindeki etkisini belirlemektir. Çalışmada Türkiye'de faaliyet gösteren Güney Koreli markalar incelenmiştir. Bu çalışmada nicel araştırma yöntemi ile gerçekleştirilmiş olup, birincil verilerin toplanmasında anket tekniği kullanılmıştır. Araştırmada anketler yeterli örneklem büyüklüğüne ulaşıncaya kadar online olarak uygulanmıştır. Toplanan veriler SPSS programı ile analiz edilmiştir. Çalışmada klasik lineer regresyon analizi kullanılmıştır. Araştırmadan elde edilen sonuçlar, glokalleşme stratejilerinin alt boyutlarından duyarlılık, tutundurma, fiyat ve

¹ Gebze Technical University, Department of Business, jeenee21c@gmail.com, ORCID: 0000-0002-6317-9699

² Prof. Dr., Gebze Technical University, Department of Business, bsezen@gtu.edu.tr, ORCID: 0000-0001-7485-3194

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dağıtım boyutlarının tüketici tercihleri üzerinde etkili olmasına karşın, üretim ve çevre boyutunun tüketici tercihleri üzerinde etkili olmadığını göstermektedir.

Anahtar Kelimeler: Küreselleşme, Güney Kore, Tüketici Marka Tercihi

INTRODUCTION

Glocalization consists of globalization and localization. It has been one of the attractive research topics for many years. This concept tries to be global, while maintains local features. The term "glocal" refers to the combination of the words "global" and "local." Globalization and localization are two concepts that are not independent of each other. Globalization draws attention as a formation that reveals localization in the process (Khondker, 2004, p. 1; Okumuş, 2002, p. 119). Robertson (1995, pp. 33-35), who brought glocalization to the literature, stated that localization is included in globalization, and from this perspective, globalization was insufficient and the concept of glocalization would be more appropriate. In the words of Okumuş (2002), globalization and localization must be simultaneous for acculturation to occur in two directions. According to Alexander (2003), localization acts as water that refracts globalization into glocalization. In other words, glocalization must be ensured.

As the spreading speed of globalization increased, factors such as the emergence of a single market in the world, international competition, and rapid change revealed that businesses should create differences in their marketing activities and strategies. Despite the similarities created between countries and societies with the globalization process, traditional structures, different economic frameworks, and political systems separate countries from each other. For these reasons, there have been processes in which global businesses have to reorganize their organizational structures, working systems, goals, and practices. Since this general approach of global strategies, which ignores the differences between countries, does not meet the expectations of consumer demands in different markets, new consumer-oriented approaches are implemented and more flexible organizational structures and activities and harmonization programs of global enterprises in local markets are supported.

Global brands apply several strategies to influence consumers' brand preferences. The concept of glocalization has emerged as global companies develop localized strategies that take into account the tastes and needs of people living in a particular region. Especially in global markets where global competition is dominant, the adaptation of global companies to the local without losing their brand perception can positively affect their market shares.

In some cultures where consumers have a high local affinity, being perceived as local may be more advantageous for brands in terms of market shares. In this context, it is necessary to reveal the effects of global brands' perception of locality on consumers' attitudes towards the brand. Brand preferences of local consumers have a very important place in the formation of this effect. In this context, the main purpose of the study is to determine the effect of glocal marketing strategies on consumers' brand preferences. In

this study, South Korean brands operating in the Republic of Türkiye (hereinafter Türkiye) were examined. The Republic of Korea, usually known informally as and hereinafter South Korea, is one of the most technologically advanced countries in the world. South Korea has become one of the largest economies in the world, thanks to the economic breakthroughs it made after the Korean War (1950-1953). South Korea is the home of many world's leading companies, such as Hyundai, LG, and Samsung.

1. Globalization

Globalization is the integration of human and non-human activities at international and intercultural levels. It is defined as a process that includes its causes, course, and results (Al-Rodhan & Stoudmann, 2006, p. 20). In this respect, two elements distinguish globalization. According to the first element, globalization expresses a network of connections (multiple relations) rather than a single connection. In the second element, for such a network of connections to be called "global," this network must be not only regional, but also intercontinental (Nye & Donahue, 2000, p. 2).

Looking at the history of the concept of globalization, there are different opinions about when and by whom it was used for the first time. According to one claim, globalization was used by Marshall McLuhan in the 1960s, and the concept entered the literature by using a concept of "global village" for the new world order in his book titled *Gutenberg galaxy: The making of typographic man* (1962). McLuhan has described globalization by stating that at least a part of the world is turning into a global village, thanks to the developments in communication technologies (Elçin, 2012, pp. 2-3). Another claim is that the concept was updated in the 1980s by prestigious universities located in the United States of America (hereinafter America) such as Columbia University, Harvard University, and Stanford University, especially by the support of Zbigniew Brzezinski and by some economists (Ziegler, 2004, p. 17). In accord with other argument, Anthony Giddens (2002) used the term globalization for the first time between the late 1980s and the early 1990s. Based on Roland Robertson, at least one author named Charles S. McCoy emphasized the word globalization in his book named *When gods change: Hope for theology* (1980), but Robertson was the first author to use the concept of globalization in his book called *Globalization: Social theory and global culture* (1992) (Featherstone, 2020, p. 1).

Discussions and research on globalization have paved the way for different definitions due to the existence of many approaches to the concept. The fact that globalization has a multidimensional structure contributed to generating various definitions. So much so that the concept of globalization is widely used in, but not limited to, economy, politics, culture, social fields, geographical themes, and technology. For this reason, there is no single definition of globalization that has been made so far (Robertson, 1992, p. 10).

Globalization means spreading culture, practice, event, or commodity worldwide. It also means the expansion, deepening, and acceleration of mutual relations between nations, societies, and local groups (Oksay, 2006, p. 15). It is about the interconnectedness of people and businesses worldwide, leading to cultural, political, and economic integration on global basis.

2. Glocalization

The concept of glocalization, which is formed by combining the words globalization and localization, has been widely used in recent years. The term glocal is originally a Japanese word. This concept, which was brought to the literature from the Japanese, explains the localization of Japanese products and the need for local demand, but the globalization of access and application (Khondker, 2004, p. 2). Robertson (1995) first embodied this idea in the Japanese word "dochakuka" (derived from the word "dochaku," meaning to live on one's land), the agricultural principle of adapting farming techniques to local conditions, but also to global localization, in which a global perspective is adapted to local conditions.

In general, glocalization is defined as the intertwined state of the global and the local, which gives different results in different geographical areas (Aktan & Şen, 1999, p. 15). It is clear that globalization and localization gradually affect each other.

2.1. Effects of Glocalization on Business Functions

In glocal strategies, the content and structure of business functions are affected by the country's conditions in which they operate. Each approach creates different effects on activities. Glocal strategies have implications on management, production, finance, and human resources functions.

Management approaches have varied greatly until today. On the other hand, the contingency approach, which is included in the modern approach, is an approach that is compatible with the global strategies of businesses. According to the contingency approach, the management style and structure are shaped based on the situation and environmental conditions of the organization. It is argued that there is no one right way that can always be valid in management, and the best one will vary in line with ever-changing current situation. In this approach, which does not accept the universality of management in order for the organization to be successful, managers should analyze their environment and plan their activities to adapt to this environment (Özalp, Şahin & Zeytinoğlu, 2009, pp. 30-31). Since various regions in which glocal strategies operate have different characteristics, making and implementing plans suitable for those conditions emphasize the characteristics of the contingency approach.

The structure of the market and the strategies of the enterprise are influential in determining the production methods. Businesses need a flexible production system to compete in today's conditions. In order to be successful in national and international markets, it is necessary to establish organizations that can respond to consumer demands and perform production. Differences in consumer demands in local markets require the production function to be harmonized (Cemalcılar & Erdogan, 1997, p. 4).

Human resources is a concept that covers every employee in all levels of an organization (Bolton, 1997, p. 5). Although human resources is one of firms' competitive advantages, "at a time of unparalleled technological development, it is the human resources that paradoxically spell success or failure for all times" (Katz et al., 2000, p. 7). According to Lengnick-Hall, Lengnick-Hall, and Abdinnour-Helm (2004, p. 307), ensuring

organizational efficiency is one of the most critical problems of management. This problem becomes more complex in enterprises trying to organize in different regions. The fact that all activities in the organization are carried out with the human element can be ensured positively by successful human resource management, while incorrect or incomplete structures will affect communication, so it reflects negatively on all business functions. Guest (2007, p. 52) emphasizes that people are the most critical competitive advantage for an organization, and effective human resource management can increase this advantage to a higher level.

2.2. Glocalization Approaches

As with other concepts, a full consensus on glocalization has not been achieved. According to those who advocate global and local trends as a whole, glocalization accepts a balance between standardization and adaptation, and it is impossible to achieve standardization in all areas. Even if consumers have adapted a particular consumption pattern globally, it is hard to lose elements such as traditional values, culture, and norms (Kaynak & Herbig, 1997, p. 43). Glocalization is a phenomenon that benefits from the advantages of operating around the world, while acting like a member of society (Altınbaşak et al., 2008, p. 26).

According to those who defend global and local trends as competitors, cultures are forced to change in the globalization phase, primarily by revealing local differences in opposition to each other. Afterward, old cultures are disintegrated and put into new shapes, and over time, a single culture adapts the global culture. As a result, they claim that local cultures will not be able to resist the global culture and will disappear, and the heterogeneous structure will gradually turn into a homogeneous structure (Derviş, 2016, p. 37).

2.3. Glocal Marketing Strategies

While determining the marketing strategies, the internal and external evaluation of the business, the strengths and weaknesses, the structure of resistance to competition and the state of the business functions must be revealed. After valuations are carried out, which opportunities will be evaluated in the market will then determine the marketing strategies (Tuncer, Arpacı, Ayhan, Böge & Üner, 1994, p. 63). According to Maynard (2003, p. 57), global strategy is the development of current applications of global strategies by making local adaptations at the necessary place and time.

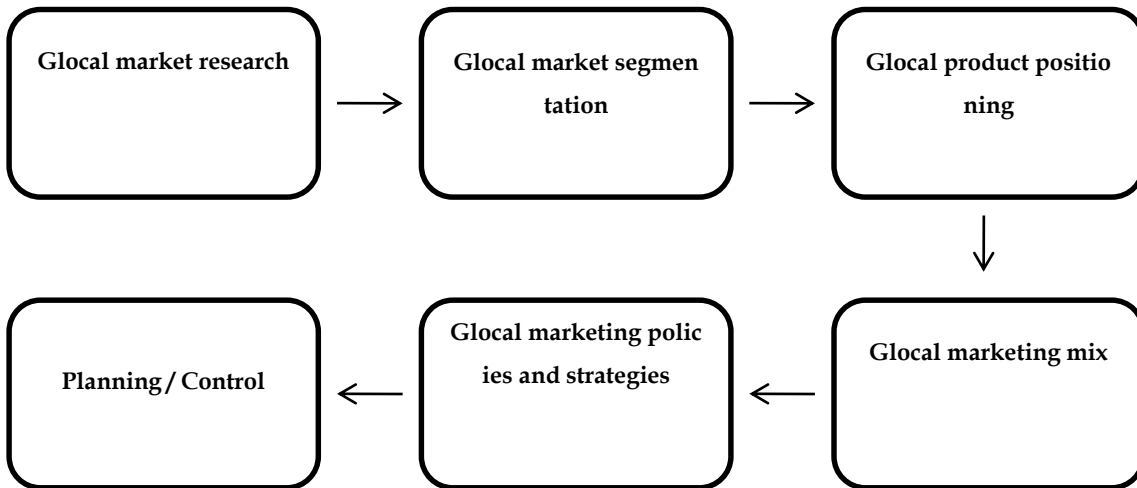
2.3.1. Glocal marketing

Definitions of marketing vary according to who defines it. The Chartered Institute of Marketing (2015) defines marketing as “the management process responsible for identifying, anticipating and satisfying customer requirements profitably,” whereas the American Marketing Association (2017) defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” Global marketing is the execution of these efforts in an international environment (Kozlu, 1993, p. 15).

According to Maynard (2003, p. 60), the underlying phenomenon of the glocal marketing idea is to develop a worldwide marketing perception and do planning by taking into account the values and conditions of each country. In global marketing, globalization and localization should always be considered. Global marketing is a harmonious union and profitable integration that is considered not only with its global dimension, but also with its local dimension. One way for firms to market effectively and to fit themselves to local markets is to assure that customers are satisfied with the quality of their product and/or services that are suitable for the local adaptation and to protect its good brand image through providing after-sales services. After-sales services can help firms “differentiating the product, gaining competitive advantage, and achieving an enduring market position in international markets” (Asugman, Johnson, & McCullough, 1997, p. 23).

In the case of market orientation, the glocal marketing process is seen in Figure 1 (Foglio & Stanevicius, 2007, p. 49):

Figure 1: Glocal Marketing Process



In this process, choosing the right product, differentiating for different markets, applying price, distribution channels, and promotion activities correctly will enable businesses to succeed in local markets. Today, Wind's (1986, p. 26) slogan "Think globally, act locally" has become the definition of global marketing, and it is emphasized that companies operating in a broad market have global and big goals, but the way to achieve this is to think locally.

Although McDonald's sells standard products worldwide, it modifies a policy of adaptation due to many factors such as consumer tastes, preferences, laws, and religious elements. For example, McDonald's meets the demands and needs of consumers in the Republic of India (hereinafter India) where cows are seen as sacred by Hindus and 50% of its menus are already vegetarian by opening vegetarian-only restaurant (BBC, 2012). Even in general (i.e. non-vegetarian-only) restaurants, McDonald's have separate kitchens for vegetable menus and non-vegetable menus in India (McDonald's India blog, n.d.).

It is possible to summarize the concept of global marketing as follows (Foglio & Stanevicius, 2007, p. 46):

- A strategic integration of global and local marketing activities
- A reasonable utilization of the glocal market
- An arranged attempt magnify the opportunities available in the glocal market
- An activity designed to increase firms' name value and market share in the glocal market

2.3.2. Glocal product strategies

Globalization has differentiated production and consumption patterns. Thus, a diversified consumption structure has emerged against the flexible production. New markets have been created through diversity and differentiation in products. The new production system focuses on mass markets and enters into private and small market areas in physical and cultural terms. Global businesses that have been individualized according to all ages, cultures, and tastes, are the most prominent examples of this diversity (Taylan, 2008, p. 86).

Although the glocal strategy seems to be applied to the promotion activities of the business, it can also be applied to all management, marketing activities, and the product itself. Global businesses use the glocal strategy to improve their worldwide performance based on local differences (Maynard & Tian, 2004, p. 288).

While global products exhibit a homogeneous structure by global demand without any discrimination, glocal products reach the global market with the local characteristics of the product. The reasons for the adaption and preference of glocal products are local. Glocal products gain a competitive advantage by adapting locally to demand (Pralhad & Krishnan, 2008, p. 3).

When the marketing activities around the world are examined, businesses try to highlight the positive features and benefits related to the product and brand in order to change the adverse reactions based on cultural differences, or they provide strategic benefits by cooperating with local businesses and distributors (Watson & Wright, 2000, p. 1161).

2.3.3. Glocal promotion strategies

Promotion efforts within the marketing mix elements cover personal selling, public relations, advertising, and sales development activities. Promotion efforts are critical due to reasons such as mass production and reaching large sizes, the opening of enterprises to large markets, increasing physical distances between producers and consumers, increasing the number of consumers, constantly changing demands in terms of quality and quantity, and intensification of competition (Tuncer et al., 1994, p. 331).

One of the important reasons for globalization's popularity is that businesses that carry out a single advertising campaign in all markets to market their products within the globalization strategy cannot succeed in every region. The visual or textual message should not have the same meaning for the intended target in every market. Adaptation is an effective tool for marketing a global product (Kumar & Goel, 2007, p. 3).

2.3.4. Glocal price strategies

The definitions used in marketing are expressed as “the amount of money that consumers have to pay to obtain a product” (Fox & Kotler, 1980, p. 24). The most important feature that distinguishes price from other marketing mix elements is that it is related to income (Czinkota & Ronkainen, 2013, p. 231), and this is an element that businesses can use as a weapon (McCarthy & Perreault, 1993, p. 446).

Marketing management must determine the price that will complement the marketing mix and make the purchase as attractive as possible while establishing the product, promotion, and distribution. At this stage, variables such as competition conditions, prices of competing products, pricing methods, and sales conditions (terms, discounts, returns, loans, etc.) should be considered (Tek & Özgül, 2005, p. 636).

Global firms apply different pricing strategies for different countries. The most crucial point here is that companies apply this strategy by choosing the right price for the right market, while determining different prices for each country. It determines the price by analyzing the price perception of consumers for each country and its competitors (Vignali, 2001, p. 99).

2.3.5. Glocal distribution strategies

Distribution, or place, is the whole of transactions and activities from the delivery of a good or service to the sales units of the manufacturer until it reaches the hands of the consumer or users (Martin, 2007, p. 171). The distribution channel is the movement of products from producers to consumers. Intermediary institutions such as wholesalers, retailers, and agencies operate on the distribution channel and ensure the physical movement of products from hand to hand. Although these institutions are external factors, selecting third parties and running the activities are related to marketing management. The task of the marketing management is to create this distribution channel and deliver the products to the appropriate markets at the appropriate times (Tek, 1999, p. 45)

Businesses should choose the most appropriate distribution channel, such as delivering their products to the appropriate markets at the appropriate time, creating an appropriate distribution system, and ensuring that physical distribution is made through these channels (Tenekecioğlu & Ersoy, 2000, p. 16).

Distribution strategies, design, and management of distribution channels can be adapted to local markets. One of the essential factors in demanding the goods is the availability of the goods. The way and diversity that global businesses will follow to deliver their products to consumers in local markets require crucial planning (Theodosiou & Leonidou, 2003, p. 161).

3. Methodology

This study was carried out with quantitative research method, and questionnaire technique was used to collect primary data. In the study, the questionnaires were

administered online until the sufficient sample size was reached. The collected data were analyzed with the SPSS program.

3.1. Purpose of the Research

It is necessary to reveal the effects of global brands' perception of locality on consumers' attitudes towards the brand. The brand preferences of local consumers have a very important place in the formation of this effect. In this context, the main purpose of the study is to determine the effect of global marketing strategies on consumers' brand preferences. In the study, South Korean brands operating in Türkiye were examined.

3.2. Population and Sample

The sample of the study consists of consumers over the age of 18 who live in Türkiye and are aware of South Korea-based brands (i.e. Hankook Tire, Hyundai, Kia Motors, LG, Missha, and Samsung) operating in Türkiye. The data of the study were collected via the questionnaire prepared on the web environment between March 15 and April 12, 2022.

Attention was paid to ensure that the consumers are accessible to the products and that their purchasing power is sufficient. Before starting the study, the selected brands were pre-tested with 20 consumers, and it was questioned whether they were familiar with these brands. In the survey, the names of South Korean companies operating in Türkiye on a global scale were given. Thus, the participants were asked to answer the questions based on these brands.

In studies conducted in social sciences, the inability to precisely determine the number of the population makes it difficult to calculate the number of samples. Since the size of the sample is estimated through mathematical and statistical calculations, it is also stated that the analysis results of the sample do not fully reflect the preferences of the population (Yazıcıoğlu & Erdogan, 2004, p. 231). According to studies, it is stated that as the sample size increases (i.e. larger than 400), the method becomes more sensitive and almost no difference is detected (Tanaka, 1993, p. 373). In this direction, the hypotheses of this study were tested with 421 usable questionnaires.

3.3. Data Collection

In order to determine the effect of global marketing strategies implemented by South Korea-based companies on brand preference in Türkiye, the survey method was used as a data collection method in the research. The questionnaire form used in the study consists of three parts.

In the first part, a personal information data form was addressed to describe the demographic characteristics of the participants. Within the scope of this study, a total of five questions were asked: age, gender, marital status, educational level, and average monthly income.

In the second part of the questionnaire, the Consumer Preference Scale developed by Chang and Liu (2009) was used to measure the consumer brand preferences of the participants. Within the scope of this scale, four questions were asked to reveal the brand

preferences of consumers. With the idea of being a guide, the names of six global companies based in South Korea operating in Türkiye are mentioned at the beginning of the second and third part of the questionnaire.

In the third part of the questionnaire, the Glocal Marketing Strategy Scale developed by Haciefendioğlu and Candan (2009) was given. This scale used in the study has 30 questions, and consists of six sub-dimensions, which are sensitivity skills, product skills, promotion skills, price skills, distribution skills, and environment skills. These dimensions were asked using a 5-point Likert scale (1: Strongly Disagree, 5: Strongly Agree).

The questionnaire used in this study was prepared through Google documents and presented to the participants in a digital environment. Before starting the online surveys, the participants were asked to complete the Voluntary Participation Form, in which they declared that they accept to participate in the research. Also, the participants were informed about the purpose of the research and probability of contacting them again if deemed necessary. Lastly, it was explained that their information and answers would not be shared with third parties under any circumstances. While the participants who agreed to participate voluntarily continued the survey, those who refused to participate were blocked from accessing the questionnaire.

3.4. Hypotheses and Research Model

The main research question of this study is whether glocalization strategies have an effect on consumer preferences. In this direction, the main research hypothesis was formulated as follows:

H₁: The glocalization strategies implemented by firms have a direct and positive effect on consumer preference.

In line with this basic hypothesis, additional hypotheses for the sub-dimensions of glocalization strategies are as follows:

H_{1a}: The sensitivity dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1b}: The product dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1c}: The promotion dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

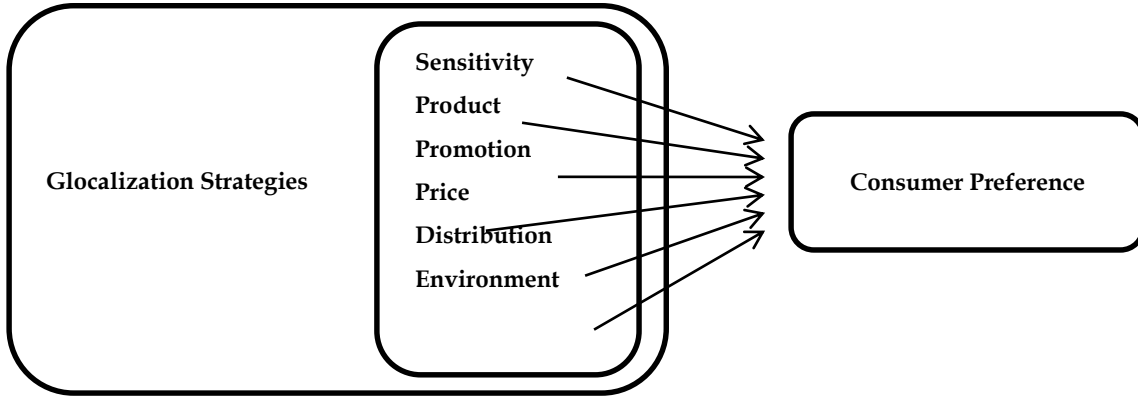
H_{1d}: The price dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1e}: The distribution dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

H_{1f}: The environment dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.

In this direction, the basic research design representing these hypotheses is shown in Figure 2.

Figure 2: Research Design



3.5. Results

In this section, information about the characteristics of the sample of the research is given. Then, by using the SPSS program, the reliability and validity tests, confirmatory factor analysis findings, and regression analysis findings are examined and interpreted.

3.5.1. Descriptive statistics

The examined description of the participants and percentage values are shown in Table 1. It is seen that a total of 421 participants answered the questionnaire. Of these participants, 63.9% are men and 36.1% are women. The average age of the participants in this study is 42.1 years old. 61.5% of the participants are married and 38.5% are single.

Table 1: Descriptive Statistics

		N	%	Mean
Gender	Male	269	63.9	
	Female	152	36.1	
Age				42.1
Marital Status	Married	259	61.5	
	Single	162	38.5	
Educational Level	Primary education	16	3.8	
	Secondary education	75	17.8	
	Associate's Degree	44	10.5	
	Bachelor's Degree	188	44.7	
	Graduate Degree	98	23.3	
Monthly Income	Less than 4,250 ₺	71	16.9	
	4,251 - 7,000 ₺	90	21.4	
	7,001 - 10,000 ₺	150	35.6	
	10,001 - 15,000 ₺	62	14.7	
	More than 15,000 ₺	48	11.4	
Total		421	100	

Before examining of the participants' educational level, it would be helpful to go over the educational system in Türkiye. According to the Council of Higher Education (n.d.), one's education may begin with pre-primary education, which is non-compulsory, for children under five years old. Compulsory education applies to students whose ages are between six to 17 years old and covers from elementary school to high school. Primary education means four years of elementary school education (i.e. 1st, 2nd, 3rd, and 4th grade). Elementary education means four years of middle school education (i.e. 5th, 6th, 7th, and 8th grade). Secondary education refers to four years of high school education (i.e. 9th, 10th, 11th, and 12th grade); specifically, students can choose to enter either general high school, or vocational/technical high school. After 12 years of these compulsory

education, students may choose to enter higher educational institution to receive either an Associate's Degree ("awarded after the completion of a two-year study program by universities and foundation postsecondary vocation schools") or a Bachelor's Degree ("awarded after the completion of a four-year study program" by universities) (Council of Higher Education, n.d.). Lastly, a master's degree or doctoral degree under the term of graduate degree can be earned in Türkiye. Within the scope of this study, however, those participants who represented their educational level as "primary education" means that they graduated from middle school.

When the participants' answers were analyzed according to their educational level, it is seen that 3.8% of them are middle school graduates, 17.8% are high school graduates, 10.5% have associate's degrees, 44.7% have bachelor's degrees, and 23.3% have graduate degrees. It is noteworthy that most of the participants have a bachelor's degree. In this study, as mentioned before, the effect of companies' glocalization strategies on consumers' brand preferences is investigated. For this reason, expendable income levels are very important. While 16.9% of the participants have an income of 4,250 Turkish Lira (TL) or less, 21.4% between 4,251 – 7,000 TL, 35.6% between 7,000 – 10,000 TL, 14.7% between 10,000 – 15,000 TL, and 11.4% of them have an income of more than 15,000 TL.

3.5.2. Factor analysis

It was envisaged to apply factor analysis to the questions posed to the participants for determining the validity of the scales. Factor analysis was used to check whether a previously used scale fits the original factor structure in the current study, and if so to what extent, is called confirmatory factor analysis (Suhr, 2006, p. 1). Confirmatory factor analysis also aims to examine the validation process of the researcher's model with data (Noar, 2003, p. 623). For this reason, it would be more appropriate to use confirmatory factor analysis in this study.

Reliability analysis should be used to examine the internal consistency between the items in a scale and to determine the relationships between these items (Bayram, 2004, p. 14). For this purpose, the Cronbach Alpha Coefficient of each scale used in the study was calculated.

While determining the factor structure of the scale, some modifications were made on the scales, because some items were not within acceptable limits. The changes made in the scale as a result of the modifications are given in Table 2. As can be seen in the table, a total of two statements, one each from the product and promotion sub-dimensions of the glocalization scale, were removed from the scale.

Table 2: Changes to Scale

Dimension		Number of items	Number of Removed Items
Brand Preference Scale		4	0
Glocalization Strategies Scale	Sensitivity	8	0
	Product	6	1
	Promotion	7	1
	Distribution (Place)	3	0
	Price	3	0
	Environment	3	0

The reliability coefficient values of the scales and sub-dimensions used in the study are shown in Table 3. The reliability value (Cronbach Alpha Coefficient) obtained as a result of the reliability analysis of the scale used to determine the consumer brand preference in the study was found to be 0.904, while the Cronbach Alpha Coefficient value obtained for the glocalization strategies was found to be 0.912. In addition, the reliability values of the sub-dimensions of the glocalization strategy scale were found to be 0.921 for sensitivity, 0.905 for product, 0.898 for promotion, 0.922 for price, 0.889 for distribution, and 0.911 for environment. The results obtained show that the reliability of the scales is high.

Table 3: Reliability Statistics

Scale		Cronbach's Alpha	N of Items
Brand Preference		.904	4
Glocalization Strategies		.912	28
Sub-dimensions of Glocalization	Sensitivity	.921	8
	Product	.905	5
	Promotion	.898	6
	Price	.922	3
	Distribution (Place)	.889	3
	Environment	.911	3

Since the brand preference scale consists of one dimension, factor analysis was only performed for the glocalization strategies scale. In the application of factor analysis, principal component analysis as factor derivation technique and varimax rotation technique as rotation technique was used. In addition, the number of factors with eigenvalues "greater than 1" and the constraints of factor loads "greater than 0.30" were discussed (Bayram, 2004, p. 15). The Kaiser-Meyer-Olkin (KMO) value is calculated to evaluate the suitability of the sample consisting of a total of 421 participants for factor analysis in terms of size. Supposing that the KMO value is in the range of 0.90 - 1.00, it is considered as excellent. If the KMO value is in somewhere between 0.80 - 0.89, it is considered as very good. When the KMO value lies in 0.70 - 0.79, it is considered as good. The results of the KMO test and the Bartlett's test used to check whether the correlation matrix obtained in the analysis is the unit matrix are presented in Table 4.

Table 4: Kaiser-Meyer-Olkin Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	10287.780
	df	870
	Sig.	.000

The KMO measure of sampling adequacy value was 0.916. This value shows that the data is perfectly suitable for factor analysis. Whether the correlation matrix obtained from the analyses is the unit matrix or not is determined by the Bartlett's test. As a result of the Bartlett's test, it was found that the correlation matrix is not a unit matrix.

According to these results, it can be said that factor analysis can be applied to the data group.

Total Variance Explained values are shown in Table 5. It is seen that there are as many components as the number of items in the Initial Eigenvalues column. The Initial Eigenvalues column shows the contributions of each factor to the total variance. In addition, the cumulative percentage of each factor's contribution to the total variance is also included in the Initial Eigenvalues column. The Extraction Sum of Squared Loading column offers a suggestion for the number of factors. In this column, six factors are suggested for confirmatory factor analysis. The contribution of these six factors to the total variance is 75.235%.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.585	41.952	41.952	12.585	41.952	41.952	8.048	26.828	26.828
2	5.276	17.587	59.539	5.276	17.587	59.539	5.861	19.537	46.365
3	1.598	5.325	64.864	1.598	5.325	64.864	3.385	11.282	57.647
4	1.537	5.123	69.987	1.537	5.123	69.987	3.194	10.645	68.292
5	.812	2.706	72.694	.812	2.706	72.694	1.159	3.864	72.156
6	.762	2.541	75.235	.762	2.541	75.235	.924	3.079	75.235
7	.692	2.308	77.542						
8	.608	2.028	79.570						
9	.581	1.938	81.508						
10	.482	1.607	83.115						
11	.455	1.517	84.633						
12	.432	1.441	86.074						
13	.402	1.339	87.413						
14	.380	1.265	88.678						
15	.352	1.172	89.851						
16	.333	1.109	90.960						
17	.298	.994	91.953						
18	.285	.950	92.904						
19	.274	.913	93.817						
20	.260	.866	94.683						
21	.236	.788	95.470						
22	.211	.702	96.172						

23	.205	.684	96.857						
24	.190	.632	97.489						
25	.176	.585	98.074						
26	.149	.496	98.570						
27	.134	.447	99.017						
28	.121	.404	99.421						

Extraction Method: Principal Component Analysis.

Finally, the rotated component matrix obtained using the varimax rotation technique is shown in Table 6. Applied confirmatory factor analysis was carried out by including all scale items. The items of the "glocalization strategy scale" are expressed as GSS. In the analysis results obtained, it was accepted that the items collected under more than one factor belonged to the factor with the highest value. In the factor analysis indicating the final result, the KMO coefficient and the Bartlett's test result ($p = .00$, $p < .01$) showed that the factors were significant. As a result of the analysis, the scale items were grouped under six factors. These results show that the scale used in the study has construct validity.

Table 6: Factor Analysis Results - Rotated Component Matrix

Rotated Component Matrix^a						
	Component					
	1	2	3	4	5	6
GSS1	.800					
GSS2	.757					
GSS3	.854					
GSS4	.844					
GSS5	.832					
GSS6	.822					
GSS7	.855					
GSS8	.762					
GSS9		.843				
GSS10		.502				
GSS11		.855				
GSS12		.856				
GSS13		.95				
GSS14			.423			
GSS15			.596			
GSS16			.653			
GSS17			.404			
GSS18			.362			
GSS19			.818			
GSS20				.799		

GSS21				.679		
GSS22				.662		
GSS23					.819	
GSS24					.823	
GSS25					.793	
GSS26						.729
GSS27						.814
GSS28						.852

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 9 iterations.

According to the results obtained from the factor analysis, the survey items were gathered under the relevant factors in line with the design of the scale. In this case, appropriate values were determined for the relevant analysis.

3.5.3. Regression analysis

First of all, in order to test the hypotheses formulated for the research model, consumers' attitudes towards brand preferences were considered as the dependent variable, and glocalization strategy values and its sub-dimensions were determined as independent variables. Thus, the effect of the independent variables on the dependent variable was tested by regression analysis.

In the study, classical linear regression analysis was used to test the predetermined hypotheses. Thus, whether the independent variables have an effect on the dependent variable and, if so, the size of the effect can be determined. The analysis performed to explain the cause-effect relationship between the variable(s) that is thought to affect a variable and to determine the effect levels of the independent variable on the dependent variable is called regression analysis (Gujarati & Porter, 2009, p. 128). In cases where the relationship between the variables used in the regression analysis is linear, linear regression analysis is applied. In linear regression analysis, the least squares estimation method is used for the estimation of the parameters.

The main purpose of the study is to examine the effect of glocalization strategies and its sub-dimensions on consumer brand preference. For this reason, glocalization strategies are at the center of the study. In this direction, seven econometric models were formed.

$$glocalization = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (1)$$

The purpose of this model is to determine the effect of consumers' brand preferences on the glocalization strategies of companies. In line with the main purpose of the study, the following models were created in order to determine the effect of the sub-dimensions of glocalization strategies on individual consumer brand preference.

$$sensitivity = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (2)$$

$$product = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (3)$$

$$promotion = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (4)$$

$$price = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (5)$$

$$distribution = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (6)$$

$$environment = \beta_0 + \beta_1(\text{brandpreference}) + \varepsilon \quad (7)$$

The "glocalization" variable represents the glocalization strategy value of the companies, and the "brandpreference" variable represents the brand preference of the consumers. β_0 is the constant coefficient value, β_1 is the independent variable coefficient, and ε is the error term. The error term indicates that the model is stochastic. This term represents all other variables that affect the dependent variable but cannot be measured, observed, or not directly included in the model due to the simplicity principle. The models formed within the scope of the study were estimated by the least squares estimation method and the results are presented in Table 7.

Table 7: Estimation Results

Model	Dependent Variable <i>brandpreference</i>						
	I	II	III	IV	V	VI	VII
constant	0.70 (0.04) *	0.69 (0.37)	0.78 (0.15)	0.59 (0.25)	0.69 (0.68)	0.78 (0.27)	1.34 (0.03) *
β_1	0.59 (0.00) *	0.48 (0.00) *	0.74 (0.17)	0.63 (0.00) *	0.42 (0.00) *	0.39 (0.00) *	0.18 (0.29)
R ²	0.69	0.59	0.48	0.49	0.66	0.70	0.49
F-statistic	166.37	249.52	23.75	44.76	10.65	20.05	21.13
Prob (F-stat)	0.00	0.00	0.00	0.00	0.65	2.31	3.12
Durbin-Watson	1.94	1.79	2.06	2.39	1.65	2.09	1.86

Note: * indicates that the coefficient is statistically significant at the 5% significance level. (p-values in brackets)

When the estimation results for all models are examined, the R² values, which are called the coefficient of determination and the explanation ratio of the dependent variable by the independent variables, are seen in the table. These ratios show that the explanatory power of the models is sufficient. The F-statistic is taken into account when deciding whether the econometric models are meaningful as a whole. When these values are examined, it is seen that F-statistic > Prob (F-statistic) for all seven models. For this reason, it can be said that the models are meaningful as a whole.

In the econometric models used in this study, the effects of the excluded variables were gathered on the error term, since only one independent variable was used due to the theory put forward and the number of observations was limited. For this reason, it is more important to provide assumptions about the error term in terms of the validity of the model. As a result, the error term is expected to be free of autocorrelation and homoscedastic. The existence of autocorrelation in the predicted models was examined with the Durbin-Watson test. Since the results obtained are close to the Durbin-Watson test statistical value of 2, it is concluded that there is no autocorrelation in the models (Tillman, 1975, p. 965).

According to the estimation results obtained from Model 1, it is seen that the coefficient of the glocalization variable (β_1) is statistically significant at the 95% confidence level ($p = 0.00 < 0.05$). In this case, it has been determined that glocalization strategies have a significant effect on customer preference. In addition, the coefficient value ($\beta_1 = 0.59$) was found to be positive, and it was estimated that an increase of 0.59 units would occur in

customer preference against a one-unit increase in glocalization activities. In this situation, "H₁: The glocalization strategies implemented by firms have a direct and positive effect on consumer preference." hypothesis is accepted. Moreover, according to the results obtained, the constant coefficient (β_0) value was found to be statistically significant. The constant coefficient value represents the customer preference level when the independent variables in the model are accepted as zero.

According to the estimation results obtained from Model 2, the coefficient of the "sensitivity" variable (β_1) is statistically significant at the 95% confidence level ($p = 0.00 < 0.05$). In this case, it has been determined that the strategies for social sensitivity have a significant effect on customer preference within the scope of glocalization strategies. In addition, the coefficient value ($\beta_1 = 0.48$) was found to be a positive value and it was predicted that an increase of 0.48 units would occur in customer preference against a one-unit increase in social sensitivity activities within the scope of glocalization strategies. In this situation, "H_{1a}: The sensitivity dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference." hypothesis is accepted.

According to the estimation results obtained from Model 3, it is seen that the coefficient of the "product" variable (β_1) is not statistically significant at the 95% confidence level ($p = 0.17 > 0.05$). In this case, it has been determined that product-oriented strategies within the scope of glocalization strategies do not have a significant effect on customer preference. In this situation, "H_{1b}: The product dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference." hypothesis is denied.

According to the estimation results obtained from Model 4, it is seen that the coefficient of the "promotion" variable (β_1) is statistically significant at the 95% confidence level ($p = 0.00 < 0.05$). In this case, it has been determined that the strategies for promotion within the scope of glocalization strategies have a significant effect on customer preference. In addition, the coefficient value ($\beta_1 = 0.63$) was found to be positive and it was estimated that a 0.63 unit increase in customer preference would occur in response to a one-unit increase in product-oriented activities within the scope of glocalization strategies. In this situation, "H_{1c}: The promotion dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference." hypothesis is accepted.

According to the estimation results obtained from Model 5, the coefficient of the "price" variable (β_1) is statistically significant at the 95% confidence level ($p = 0.00 < 0.05$). In this case, it has been determined that the strategies for promotion within the scope of glocalization strategies have a significant effect on customer preference. In addition, the coefficient value ($\beta_1 = 0.42$) was found to be positive and it was estimated that a 0.42 unit increase in customer preference would occur in response to a one-unit increase in price-oriented activities within the scope of glocalization strategies. In this situation, "H_{1d}: The price dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference." hypothesis is accepted.

According to the estimation results obtained from Model 6, the coefficient of the "distribution" variable (β_1) is statistically significant at the 95% confidence level ($p = 0.00 < 0.05$). In this case, it has been determined that distribution-oriented strategies within

the scope of glocalization strategies have a significant effect on customer preference. In addition, the coefficient value ($\beta_1 = 0.39$) was found to be a positive value and it was estimated that a 0.39 unit increase in customer preference would occur against a one-unit increase in distribution-oriented activities within the scope of glocalization strategies. In this situation, “H_{1e}: The distribution dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.” hypothesis is accepted.

According to the estimation results obtained from Model 7, it is seen that the coefficient of the "environment" variable (β_1) is not statistically significant at the 95% confidence level ($p = 0.29 > 0.05$). In this case, it has been determined that the strategies for the environment within the scope of glocalization strategies do not have a significant effect on customer preference. In this situation, “H_{1f}: The environment dimension of the glocalization strategies implemented by firms has a direct and positive effect on consumer preference.” hypothesis is denied.

When the results of these hypotheses are examined, it is seen that the H₁, H_{1a}, H_{1c}, H_{1d}, and H_{1e} hypotheses are supported, while the H_{1b} and H_{1f} hypotheses are not supported. These results are discussed in detail in the conclusion section.

CONCLUSION

Global businesses need to take into account the social values, cultural and local habits, market structure, and market characteristics of the consumers in the markets in which they target. The companies directing their activities in line with this approach, which is expressed as glocal marketing strategies, and their activities to meet the consumer needs and demands of the local market will increase the market shares of the businesses. Global businesses that implement glocal marketing strategies enter the market by analyzing many factors that can make a difference in the local markets in which they operate, such as the structure of the market, its characteristics, consumer expectations, traditional and cultural characteristics. By creating suitable marketing mixes for local markets with different characteristics, it is possible to compete against other businesses.

Many global businesses operating in the world are now implementing glocal strategies. For each component of the marketing mix, orientation activities can be carried out for the local characteristics of the market in different countries. In this study, the effects of glocalization strategies implemented by South Korea-based businesses on consumers' brand preferences were examined. Findings from the study show that glocalization strategies generally have a significant effect on brand preference. This situation reveals that factors such as the way South Korea-based companies provide products/services, the way their services operate, the language and the theme used in their advertisements, and the attitudes and behaviours of personnel towards customers positively affect the preference of South Korea-based brands by people living in Türkiye. Glocalization strategies consist of six sub-dimensions: sensitivity, product, promotion, price, distribution and environment. For this reason, it is very important to determine whether each of these dimensions has an effect on brand preference and to determine the effect levels.

In the study, it was determined that the sensitivity sub-dimension had a significant effect on brand preference. This is because South Korea-based companies operating in Türkiye attach importance to the feelings, thoughts, and ideas of their customers, take into account national and religious feelings, determine their service understanding according to the moral rules, traditions, and customs of the targeted society, and most importantly, it reveals that making the 'foreign' brand feel like a domestic brand is effective in being preferred by consumers.

Another finding obtained in the study is that the product sub-dimension does not have a significant effect on brand preference. This shows that the purchase of the parts used in the products from the domestic manufacturer, the conformity of the products to the consumer expectations, and the social habits do not have a significant effect on the brand preference. This may be due to the fact that the products of other companies in the same sector have similar characteristics, and that the strategies applied to create a perception of difference in the consumer.

It was determined that the promotion sub-dimension of glocalization strategies had a significant effect on consumer brand preference. This shows that the attitudes and behaviours of the personnel working in South Korea-based companies towards consumers are socially accepted and that the theme used by the companies in the advertisements appeals to the feelings of the targeted society. In addition, it reveals that the gifts given by the companies with the products within the scope of promotion strategies comply with the expectations of the society, the attitudes and behaviours of the personnel towards the customers are warm and sincere, and the language used in the advertisements is effective on the consumer preference.

In the study, it was discovered that the price dimension, which is one of the important sub-dimensions of glocalization strategies, has a significant effect on consumers' brand preference. This situation shows that the fact that the product prices of South Korea-based companies are suitable according to the conditions of Türkiye, so that the consumer thinks that the price they pay is worth the money and that the prices are reasonable to have a significant effect on consumer preference.

The findings obtained from the study show that the distribution factor, which is another sub-dimension of glocalization strategies, is effective on consumer preference. This dimension includes the features of not being odd about the way companies provide services, getting used to the way services work, and taking into account the habits of society in the presentation of goods and services. This situation shows that South Korea-based companies have glocalized in the way they provide goods and services.

The results obtained from the study show that the environment dimension, which is another sub-dimension of glocalization strategies, is not effective on consumer preferences. This shows that South Korea-based companies' use of local decorative motifs within the scope of their glocalization strategies and that the clothes of the personnel that are suitable for the targeted country's culture does not have an effect on consumer preference.

One more result from the study shows that glocalization strategies affect consumer preferences, but this effect is limited. The coefficient obtained is less than "one," which indicates that the strategy applied is partially effective. In addition, it was determined

that the most effective factor among the sub-dimensions of glocalization strategies was the promotion factor. In this direction, the fact that companies give more importance to promotion activities, which is one of the glocalization strategies they apply, will reflect more on consumer preferences.

Together with all of these, companies that have not yet used glocalization strategies or want to use them more effectively should pay more attention to some issues while determining their glocalization strategies to attract consumer preferences. The beginning of these issues can be "taking into account national and religious feelings," "fulfilling social responsibilities towards society," "products are suitable for consumer needs," and "consumers believe that they get what they pay for."

In this direction, what can be suggested for South Korea-based companies operating in Türkiye is that they may continue with their glocalization strategies in order to affect consumer preferences successfully. Since firm' strategies need to reflect local tastes, coordinating firms' strategies in accordance with different markets will likely to benefit firms' market shares. For this reason, companies are recommended to adapt the results obtained from glocalization studies into their strategies more frequently.

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