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COMPARISON OF STRATEGIC VALUES OF JAPANESE AND TURKISH SUCCESSFUL LOGISTICS ENTERPRISES

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Abstract

The purpose of this article is to compare the strategic values of Japanese and Turkish successful logistics enterprises. In the article, the importance of the logistics sector is emphasized and the differences between the strategic values of successful logistics enterprises operating in Japan and Turkey are examined. The data obtained using the content analysis method were analyzed in terms of similarities and differences between the strategic values of logistics companies in both countries. The article is important in terms of revealing the strategic values behind the success of Japanese and Turkish companies in the international logistics sector. Explanatory comparative content analysis was used as the method, and it is a research method used for the systematic examination of written texts. According to the results of the study, the strategic values of the logistics enterprises of both countries contain important differences as well as similarities. This study is one of the rare studies comparing the strategic values of logistics companies operating in Japan and Turkey. Therefore, it can be a useful resource for researchers and academics who want to do research on the strategic values of international logistics companies.

Keywords: Strategic Statements, Values, Logistics Sector

Japon ve Türk Başarılı Lojistik İşletmelerinin Stratejik Değerlerinin Karşılaştırılması

Öz

Bu makalenin amacı, Japon ve Türk başarılı lojistik işletmelerinin stratejik değerlerini karşılaştırmaktır. Makalede, lojistik sektörünün önemi vurgulanmış, Japonya ve Türkiye'de faaliyet gösteren başarılı lojistik işletmelerin stratejik değerleri arasındaki farklılıklar incelenmiştir. İçerik analizi yöntemi kullanılarak elde edilen veriler, her iki ülkedeki lojistik şirketlerin stratejik değerleri arasındaki benzerlikler ve farklılıklar açısından analiz edilmiştir. Makale, uluslararası lojistik sektöründeki Japon ve Türk şirketlerinin başarısının ardındaki stratejik değerleri ortaya koyması bakımından önemlidir. Yöntem olarak açıklayıcı karşılaştırmalı içerik analizi kullanılmış olup, yazılı metinlerin sistematik bir şekilde incelenmesi için kullanılan bir araştırma yöntemidir. Çalışma sonucuna göre, her iki ülkenin lojistik işletmelerine ait stratejik değerleri, benzerlikler olmakla birlikte önemli farklılıklar da içermektedir. Bu çalışma, Japonya ve Türkiye'de faaliyet gösteren lojistik şirketlerinin stratejik değerlerini karşılaştıran nadir çalışmalardan biridir. Bu nedenle, uluslararası lojistik şirketlerinin stratejik değerleri üzerine araştırma yapmak isteyen araştırmacı ve akademisyenler için faydalı bir kaynak olabilir.

Anahtar Kelimeler: Stratejik Yönetim İfadeleri, Değerler, Lojistik Sektörü

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INTRODUCTION

In recent years, the logistics industry continues to grow rapidly. The success of businesses operating in this field is closely related to the effective use of their strategic values. Japan and Turkey are among the leading countries in the logistics sector. For this reason, by comparing the strategic values of the successful enterprises operating in the logistics sector of the two countries, the effect of these enterprises on their success can be determined. This article deals with the comparison of the strategic values of Japanese and Turkish successful logistics enterprises with content analysis method.

In the study, it is aimed to compare the strategic values of Japanese and Turkish successful logistics enterprises with the content analysis method. This comparison will help to understand the differences and similarities in the logistics sector of the two countries. For this purpose, first of all, successful logistics companies in both countries will be selected and their strategic values will be determined. Later, these strategic values will be examined and compared with the content analysis method. In this analysis, each strategic value will be discussed separately and how businesses in both countries approached this value. Ultimately, this study will help to understand the strategic values behind the success of businesses in both countries by showing the differences and similarities of the Japanese and Turkish logistics sectors.

In the analysis part of the study, the strategic values of Japanese and Turkish businesses will be compared by using the content analysis method. By giving example sentences for each strategic value, it will be analyzed how much Japanese and Turkish businesses have adopted these values.

The logistics industry focuses on strategic values related to agility, innovation and customer-oriented approach, as well as issues such as supply chain management and customer satisfaction (Christopher, 2016). These strategic values enable logistics businesses to better respond to customer needs and operate efficiently (Kovács & Spens, 2007). In addition, the strategic values of logistics enterprises should include elements such as product and service quality, timely delivery, cost-effectiveness, environmentally friendly practices and business sustainability (Panayides, 2017).

Strategic values and value expressions of logistics enterprises are important for the success of the sector. These values help the business increase customer satisfaction, reduce costs, strengthen its sustainability and create a business culture (Kovács & Spens, 2007). In particular, strategic values in terms of supply chain management help logistics enterprises better cooperate with their customers and suppliers, create an efficient and effective logistics network, and increase service quality (Christopher, 2016).

As a result, the strategic values and value statements of logistics businesses are critical to the success and sustainability of the business. For this reason, logistics enterprises need to determine these values, constantly update them and reflect them in the business culture.

In addition, the determination of strategic expressions for the logistics sector and the importance of these expressions are frequently emphasized in the literature. For example, in a study (Kumar et al.,

2020), a model was developed to determine the strategic expressions of enterprises in the logistics sector. In this model, it is emphasized that businesses should focus on key performance indicators such as customer satisfaction, competitive advantage, sustainability, innovation, quality and efficiency.

In addition, the importance of value statements of enterprises in the logistics sector is frequently discussed in the literature. In a study (Cullinane et al., 2012), it is stated that customer-oriented value statements of businesses in the logistics sector have positive effects on customer satisfaction and business performance. Similarly, another study (Chen et al., 2016) revealed that the environmentally friendly value statements of businesses in the logistics sector have positive effects on environmental sustainability and business performance.

For these reasons, the strategic statements and value statements of the enterprises in the logistics sector are very important to be successful in the sector. In addition, identifying and applying these statements also helps businesses gain sustainable competitive advantage.

Strategic value statements should reflect key elements of a business, such as its goals, culture, way of doing business, decision-making processes, and customer relationships. These statements should help define the vision and mission of the business, define strategic directions and reflect management style. In addition, strategic value statements form the corporate identity of the enterprise and shape the presentation of the enterprise to the outside world. However, it should not be forgotten that strategic value statements should not only consist of words, but should also be supported by actions and fully integrated into company culture (Hitt, Ireland & Hoskisson, 2012).

1. JAPAN AND TÜRKİYE LOGISTIC SECTOR

The logistics sector in Japan is highly developed and makes significant contributions to the country's economy. The logistics industry in Japan has great potential, especially in areas such as maritime transport, port services and air cargo (Web1, 2023).

The logistics sector in Japan has an important place for the country's export-oriented economy. Japan is one of the largest trading countries in the world and this has supported the development of the logistics industry. The logistics industry in Japan has great potential, especially in areas such as maritime transport, port services and air cargo. In 2018, 1.9 billion tons of cargo was handled at the ports of Japan and the country is one of the countries with the busiest port traffic worldwide (Japan External Trade Organization, web1, 2023).

In Turkey, the logistics sector has been developing rapidly in recent years and has a strategic importance due to the geographical location of the country. Turkey acts as a bridge between Asia and Europe and therefore the logistics sector has a great potential (TOBB, 2023).

The logistics sector in Turkey has also been developing rapidly in recent years and has a strategic importance due to the geographical location of the country. Turkey acts as a bridge between Asia and Europe and therefore the logistics sector has a great potential. The logistics sector in Turkey has shown a rapid development especially in the last 20 years. As of 2019, 43 million tons of container

transportation was carried out in Turkey and 332 million tons of cargo was handled. In addition, air cargo transportation in Turkey is developing rapidly, and the volume of air cargo in Turkey is among the fastest growing in Europe in recent years (TOBB, 2023)

Japanese and Turkish Business Life Ethical Values

Japanese business life contains an important moral dimension, and business ethics is very important in Japanese culture. In the Japanese business world, companies and their employees work hard to maintain high moral values.

For example, reputation, called "kao" in the Japanese business world, is very important and companies do everything they can to protect this reputation. Also, the Japanese business community uses a communication model called "ho-ren-so". In this model, business employees report to their superiors regularly and information sharing is an important ethical value (https://doshisha.repo.nii.ac.jp/?action=repository_action_common_download&item_id=22600&item_no=1&attribute_id=28&file_no=1, 2023).

In addition, Japanese business life also attaches importance to the principle of continuous improvement called "kaizen". This principle aims to increase work efficiency by continuously improving (Yoshimura, 2017).

Japanese business ethics is strictly and disciplined and is based on a set of ethical values in business. These values include honesty, reliability, respect, loyalty and dedication.

In the Japanese business world, businesses and employees work hard to maintain high moral values, and maintaining these values is paramount. For example, honesty is very important in business, and many Japanese businesses offer special programs to train their employees in honesty.

Japanese businesses also place great emphasis on respecting the customer when doing business, and customer satisfaction is one of their top priorities. Therefore, it is very important for Japanese businesses to treat customers with respect, understanding and compassion (Yamagishi, 2017).

Turkish business life likewise attaches great importance to moral values. Business ethics in Turkey is based on elements such as honesty, respect, reliability, justice and responsibility.

Especially in recent years, the Turkish business world has become more conscious of ethical behavior and studies are being carried out on this subject. These studies also focus on issues such as transparency, accountability and sustainability.

There are many non-governmental organizations and organizations working on business ethics in Turkey. These include organizations such as the Business Ethics Association, the Business Ethics Association and the Turkish Confederation of Employers' Associations (TİSK).

In addition, many businesses in Turkey develop business ethics programs and train their employees on this subject. These programs aim to ensure that the way businesses do business is ethical and moral (Business Ethics and Ethical Values, 2021).

Turkish business ethics is based on traditional Turkish values and Islamic principles. Moral values such as honesty, respect, reliability, justice, hard work, patience, generosity and loyalty are important in

Turkish society. These values are also valid in Turkish business life and form the basis of business ethics.

Studies on business ethics in Turkey have increased especially in recent years. Various non-governmental organizations, associations and organizations operate in order to spread ethical behaviors and create a culture of business ethics in the business world. Examples of these organizations include the Business Ethics Association, the Business Ethics and Regulatory Board, and the Ethics Committee of the Turkish Exporters Assembly.

In addition, many companies conduct serious studies on business ethics. Practices such as providing training to their employees on business ethics, rewarding ethical behaviors, and adopting a transparent management approach are becoming widespread.

Turkish business ethics is gaining more and more importance at the global level. In order for companies to compete in international platforms and protect their reputation, ethical behaviors must be observed and a sustainable way of doing business must be adopted (Business Ethics and Ethical Values, 2021).

2. STRATEGIC VALUE STATEMENT

Hamel and Prahalad (1989) argue that strategic intent statements are a tool that identifies the core competencies and processes that help a company capture and sustain competitive advantage. Strategic intent statements help to define a company's unique value and how it provides value to customers.

Hamel and Prahalad suggest that strategic intent statements should include the following:

Core competencies: A company's core competencies are the underlying skills and abilities that provide competitive advantage.

Core processes: Core processes are the activities and processes that support a company's core competencies.

Customer value: How a company provides value to its customers.

Hamel and Prahalad's views on strategic intent statements offer a number of advantages, including:

Clarity and focus: Strategic intent statements provide a clear understanding of what a company does and how it competes. This can help a company to focus more effectively on achieving its strategic goals.

Differentiation: Strategic intent statements highlight a company's unique value and how it provides value to customers. This can help a company to differentiate itself from competitors and achieve competitive advantage.

Strategy communication: Strategic intent statements can help a company to communicate its strategy effectively to all stakeholders. This can help employees and managers to stay aligned with the strategy and help to implement it.

Value statements help businesses define their vision, mission and goals and are reflected in business culture (Kotler & Armstrong, 2010). Value expressions that are important for logistics businesses are customer focus, quality, innovation, efficiency, sustainability, environmentally friendly practices, employee satisfaction and social responsibility (Lai & Wong, 2012). These value statements affect not only the financial performance of the business, but also its reputation, reliability and social responsibility (Kotler & Armstrong, 2010).

Strategic value statements are a set of statements that describe an organization's values, vision and mission, and express its commitments to its stakeholders. These statements reflect the organization's culture, goals, and way of doing business.

Strategic value statements can increase trust and commitment among stakeholders by contributing to an organization's openness and transparency. They can also provide guidance in employee business decisions by helping the organization establish an ethical framework.

However, for strategic value statements to be effective, they must be integrated into the organization's culture and aligned with daily business activities, not just as a piece of speech.

According to a study by Elms and Phillips (2011), most organizations consider strategic value statements to be important and contribute to the success of the organization. However, research also shows that strategic value statements are just words in many organizations and are not applied in real life. Therefore, it is important that strategic value statements are not only used as a showpiece, but also made part of a real business culture (Elms & Phillips, 2011).

Whether or not the strategic value statements will vary is up to the companies' decision. While some companies do not change their strategic values for a long time, others change them from time to time by adding new ones. The important thing is to identify value statements that fit the company's changing needs, goals, and culture (Elms & Phillips, 2011).

3. METHOD

The method used in this study is content analysis. Content analysis is a research method used to obtain information about concepts, behaviors and topics within the scope of a text. This method can be used alongside other methods used in the data collection process, such as open-ended questionnaires, interviews or focus groups.

Descriptive content analysis, on the other hand, is a technique used to comprehensively examine and understand data. This method is more detailed than simple content analysis where data is collected in several categories. In this method, additional interpretation is made to explain and understand the data.

First of all, content analysis method was used to determine the strategic values of logistics companies in the two countries. Explanatory content analysis was then used to identify similarities and differences between each country's values.

The descriptive content analysis method is a data analysis technique that helps researchers identify the content of a text. This method is used to identify themes that summarize the content of a particular text and then summarize these data under several themes or categories to contribute to the researcher's interpretation process. Using the descriptive content analysis method, researchers can identify specific words, phrases, and sentence structures in a text. This method is a method frequently used in the analysis of qualitative data (Weber, 1990).

Comparative descriptive content analysis is the comparison of data from several different sources and the use of descriptive analysis method. In this method, it is aimed to compare and examine the data in two or more groups.

In this method, researchers analyze data collected from different sources and identify similarities and differences between different sources. This method is one of the frequently used methods for comparing data and is also suitable for the analysis of data that does not have a conceptual framework (Bernard, 2017).

Strategic statements are key concepts that express the way an organization does business and its goals. Value statements are elements that reflect the ethical and cultural values of the organization and are important to its employees and customers. Both strategic statements and value statements are critical to the success of an organization. Strategic statements determine the goals of the organization, while value statements reflect the culture of the organization and shape the attitudes and behaviors of employees. Therefore, strategic and value statements are important for the success of the organization (Hitt, Ireland & Hoskisson, 2017).

In this study, the most successful logistics enterprises of both countries were selected from corporate addresses and relevant resources were given.

4. FINDINGS

In the study, the first 10 companies in the list of the largest 50 logistics companies in Japan for 2021 and the top 10 companies in the list of the biggest logistics companies in Turkey for 2021 were examined.

Table 1. Japan's largest logistics enterprises used in the study

Japan Post Holdings Co., Ltd.
Yamato Holdings Co., Ltd. (Kuroneko Yamato)
Sagawa Express Co., Ltd.
Nippon Express Co., Ltd.
Mitsubishi Logistics Corporation
Kintetsu World Express, Inc.
Yusen Logistics Co., Ltd.
Hitachi Transport System, Ltd.
Hankyu Hanshin Express Co., Ltd.
Toll Holdings Ltd. (Toll Japan Co., Ltd.)

Transport Topics' list of Japan's Top 50 Logistics Companies for 2021 (Source: <https://www.ttnews.com/articles/top-50-logistics-companies-japan>, Retrieved 03.03.2023)

The size of these businesses is usually determined by criteria such as revenue, market share, assets and staff numbers. To give an example of some of these criteria:

Revenues: Japan's largest logistics companies are determined by their annual revenues. For example, in 2020 Japan Post Holdings Co., Ltd. It generated revenue of 23.4 trillion yen (about \$215 billion).

Market share: The market shares of the companies are determined by comparing them with other competitors in the sector. For example, Yamato Holdings Co., Ltd. (Kuroneko Yamato) has a share of nearly 40% in Japan's cargo market.

Assets: Assets are another indicator of a company's size. Companies such as Mitsubishi Logistics Corporation may own assets such as multiple warehouses, terminals, and transportation vehicles.

Number of personnel: The number of personnel of companies can be another indicator of their size. For example, Nippon Express Co., Ltd. has approximately 44,000 employees. As a source, sources such as official websites of each company, financial reports and industry reports can be used to reach this information.

In this list, Japan's largest logistics companies are ranked according to their revenue in 2020. The list was prepared by Transport Topics and focuses on the logistics industry in Japan. This resource provides comprehensive information on logistics businesses in Japan and can be a useful reference for those wishing to do research.

The strategic values in this table have been compiled from sources such as each company's websites, financial reports, and industry reports. These sources are indicated at the end of the text and expressions. These values highlight the priorities and differences of each company. This list has been created by examining the concepts emphasized in the strategic value statements of the companies.

Table 2. Successful Japanese Logistics Businesses and Their Strategic Values

Sequence No.	Business Name	Strategic Values
1	Japan Post Holdings Co., Ltd.	Strong government support, large customer base, innovative services
2	Yamato Holdings Co., Ltd.	High customer satisfaction, innovative technologies, efficient operations
3	Sagawa Express Co., Ltd.	Fast and reliable delivery, high customer satisfaction
4	Nippon Express Co., Ltd.	Global network, logistics solutions, technological innovations
5	Mitsubishi Logistics Corporation	Advanced technological infrastructure, global network, efficient operations
6	Kintetsu World Express, Inc.	Global network, technological innovations, logistics solutions
7	Yusen Logistics Co., Ltd.	Global network, innovative technologies, environmentally friendly services
8	Hitachi Transport System, Ltd.	High quality service, efficient operations, technological innovations
9	Hankyu Hanshin Express Co., Ltd.	High quality service, innovative solutions, efficient operations
10	Toll Japan Co., Ltd.	Global network, customer-focused solutions, technological innovations

Table 3. The most used strategic values and numbers of listed Japanese logistics companies

Strategic Value	The number of repetitions
Global network	5
Innovative technologies	4
Efficient operations	3
High customer satisfaction	3
Technological innovations	3
Customer focused solutions	1
Fast and reliable delivery	1
Advanced technology infrastructure	1
Environmentally friendly services	1
Strong state support	1
High quality service	1
Logistics solutions	1
Innovative solutions	1

When the strategic values of companies are examined, "Global network" comes first among the most emphasized concepts. This indicates that companies are working to reach a large customer base at the global level and are actively involved in global trade.

In addition, by following new technological developments, "Innovative technologies" and "Technological innovations" are frequently used concepts. In addition to technological innovations, companies work on innovative technologies to increase customer satisfaction and make their operations more efficient.

Increasing the efficiency of operations by using the resources of the enterprise effectively, namely "Effective operations" is another frequently used concept and shows that companies strive to increase their operational efficiency.

Other frequently used terms include "High customer satisfaction", "Fast and reliable delivery", "Advanced technological infrastructure", "Environmentally friendly services", "Strong government support", "High quality service", "Logistics solutions", "Customer focused solutions", "Innovative solutions". These concepts show that companies work to satisfy customers, receive government support, be sensitive to the environment, improve operations, provide logistics solutions and develop innovative solutions.

Global network: Global presence of companies, global client portfolio and supply chain management capabilities.

Innovative technologies: To produce innovative and efficient solutions in business processes by following new technological developments.

Efficient operations: To increase the efficiency of operations by using the resources of the enterprise effectively.

High customer satisfaction: Keeping customer satisfaction at the highest level and gaining loyal customers with a customer-oriented approach.

Technological innovations: Continuously making technological innovations to provide better service to customers by following new technological developments.

Customer-oriented solutions: Providing customized solutions to customer needs and increasing customer satisfaction.

Fast and reliable delivery: To deliver in a short time and to give confidence to customers.

Advanced technological infrastructure: To provide services with more advanced infrastructure and technological equipment by following new technological developments.

Environmentally friendly services: To be a sustainable business by conducting the company's activities in an environmentally friendly manner.

Strong state support: The company is in a strong position with the incentives, regulations and supports provided by the state to the logistics sector.

High-quality service: To provide quality service to customers and to differentiate from other businesses in the industry.

Logistics solutions: Providing customers with logistics solutions customized to their needs.

Innovative solutions: To meet the needs of customers by offering new and different solutions and to differentiate from other businesses in the sector.

Table 4. Turkey's largest logistics companies used in the study

1. Ekol Logistics
2. MNG Cargo
3. Aras Cargo
4. Rooster Logistics
5. Domestic Cargo
6. Omsan Logistics
7. Mars Logistics
8. Netlog Logistics
9. UN Ro-Ro Enterprises Inc.
10. DHL Express

Source: "Turkey's Biggest Logistics Companies 2021" <https://www.ekonomist.com.tr/2021/08/25/turkiyenin-en-buyuk-lojistik-sirketleri-2021/> (Access date: 12.03.2023)

The report prepared by the Economist magazine presents a list of Turkey's largest logistics companies according to their revenues and fields of activity. The report also focuses on issues such as the financial performance of businesses, customer satisfaction and business strategies. Therefore, it provides comprehensive information about Turkey's logistics sector.

The strategic values in the table below are compiled from sources such as each company's websites, financial reports and industry reports. These values highlight the priorities and differences of each company. This list consists of the concepts they emphasize by examining the expressions emphasized in the strategic value statements of the companies.

Table 5. Successful Turkish Logistics Enterprises and their Strategic Values

Sequence No.	Business Name	Strategic Values
One	Ekol Logistics	Global solutions, Innovative technologies, Environmentally friendly services, Customer-oriented approach
2	MNG Cargo	Fast and reliable service, Technological innovations, Wide customer base, Continuous improvement
3	Aras Cargo	Fast and reliable delivery, Customer satisfaction-oriented service, Innovative solutions, Wide network

4	Rooster Logistics	High quality service, Efficient operations, Innovative technologies, Sustainable solutions
5	Domestic Cargo	Reliable and quality service, Customer satisfaction-oriented approach, Innovative solutions, Wide network
6	Omsan Logistics	Customer-oriented service, Innovative technologies, Quality and efficient operations, Environmentally friendly approach
7	Mars Logistics	Global solutions, Innovative technologies, Efficient operations, Customer satisfaction oriented service
8	Netlog Logistics	Global solutions, Technological innovations, Sustainable solutions, Customer satisfaction oriented service
9	UN Ro-Ro Operations Inc.	High quality service, Innovative solutions, Wide customer base, Efficient operations
10	DHL Express	Global solutions, Technological innovations, Fast and reliable service, Sustainable solutions

The strategic values of Turkish logistics and cargo businesses generally focus on values such as customer-oriented, innovative technologies, wide network, efficient operations, sustainable solutions and high-quality services. Special strategic values such as global solutions and environmentally friendly services are also indicated. These values are aimed at providing customer satisfaction, using technological innovations, increasing operational efficiency, sustainability, environmental protection and making their businesses competitive on a global platform.

The concept of "continuous improvement" included in MNG Cargo's strategic values shows that the company aims to develop by constantly innovating in business processes and customer services.

The concept of "wide network", which is among the strategic values of Aras Kargo, shows that the company aims to provide a comprehensive service to its customers thanks to its delivery points and business partners spread all over Turkey.

The concept of "Sustainable solutions" in Horoz Logistics' strategic values shows that the company aims to minimize the environmental impact of its activities and to provide a sustainable logistics service.

The concept of "Customer satisfaction-oriented approach", which is included in Yurtiçi Kargo's strategic values, shows that the company aims to increase customer satisfaction by giving importance to customer needs.

The concept of "environmentally friendly approach" included in Omsan Lojistik's strategic values shows that the company aims to reduce its environmental impacts and to provide a sustainable logistics service.

The concept of "Customer satisfaction-oriented service" included in Mars Logistics strategic values shows that the company aims to increase customer satisfaction by giving importance to customer needs.

The concept of "Sustainable solutions" included in Netlog Logistics strategic values shows that the company aims to minimize the environmental impact of its activities and to provide a sustainable logistics service.

UN Ro-Ro Operations Inc. The concept of "Innovative solutions" included in its strategic values shows that the company aims to provide a better service to its customers by constantly innovating in its activities.

The concept of "Sustainable solutions" included in the strategic values of DHL Express, to minimize the environmental impact of the company's activities and to provide a sustainable logistics service, "Global solutions" to maintain its leading position in the international market by providing worldwide services to its customers, "Technological innovations" to its customers by constantly adopting new technologies. It shows that it aims to provide the most advanced logistics solutions, to keep customer satisfaction at the highest level by providing the fastest and reliable service to its customers with "Fast and reliable service", "Sustainable solutions" aim to create a positive impact on the society by offering sustainable solutions to protect the environment.

Table.6: The Most Used Strategic Values and Numbers of Turkish Logistics Companies Listed

Strategic Value	The Number of Repetitions
1. Global solutions	4
2. Innovative technologies	4
3. Customer satisfaction oriented service	3
4. Efficient operations	3
5. Fast and reliable service	2
6. Environmentally friendly services	2
7. Customer focused approach	1
8. Broad customer base	1
9. Continuous improvement	1
10. Innovative solutions	1
11. Wide network	1
12. High quality service	1
13. Sustainable solutions	2

The strategic values and frequencies of Turkish logistics enterprises are given in the list. These values include global solutions, innovative technologies, environmentally friendly services, customer-oriented approach, fast and reliable service, wide customer base, continuous improvement, customer satisfaction-oriented service, wide network, high-quality service, efficient operations and sustainable solutions.

Global solutions: These are the solutions offered by companies in areas such as serving their customers in the global market, supply chain management, logistics, transportation and warehousing.

Innovative technologies: These are technological solutions in line with the latest technology used to improve the services offered by companies to their customers and to make their business processes more efficient.

Customer satisfaction-oriented service: These are the services offered by companies to understand customer needs, add value to customers and meet their expectations.

Efficient operations: These are the works carried out by companies to increase efficiency and effectiveness in their business processes.

Fast and reliable service: Companies provide fast and reliable service to their customers in delivery, transportation and logistics services.

Environmentally friendly services: It means that companies act in accordance with the principles of environmental protection, waste management and sustainability in their activities.

Customer-oriented approach: It is a strategy that aims to increase customer satisfaction when companies act with a customer-oriented approach while serving their customers.

Broad customer base: It is the breadth and diversity of the number of customers who will use the services offered by the companies.

Continuous improvement: It is the continuous development of innovative approaches and continuous self-development in order to increase the business processes, service quality and customer satisfaction of the companies.

Innovative solutions: These are new approaches and solutions that companies use to meet customer needs and improve business processes.

Wide network: A network of companies that span a wide geographical area and have many branches and centers to serve customers.

High quality service: It is the high quality of the services offered by the companies to their customers.

Sustainable solutions: The company's efforts to carry out its activities within the framework of the sustainability principle are the understanding of minimizing environmental impacts and fulfilling its social responsibility.

Comparison of Turkish and Japanese Logistics Sector Strategic Value Statements

When comparing the strategic values of Japanese and Turkish logistics enterprises, it is necessary to consider their focus, similarities and differences:

Japanese Logistics Enterprises:

Japan Post Holdings Co., Ltd.: Strong government support, broad customer base, innovative services.

Yamato Holdings Co., Ltd.: High customer satisfaction, innovative technologies, efficient operations.

Sagawa Express Co., Ltd.: Fast and reliable delivery, high customer satisfaction.

Nippon Express Co., Ltd.: Global network, logistics solutions, technological innovations.

Mitsubishi Logistics Corporation: Advanced technological infrastructure, global network, efficient operations.

Kintetsu World Express, Inc.: Global network, technological innovations, logistics solutions.

Yusen Logistics Co., Ltd.: Global network, innovative technologies, environmentally friendly services.

Hitachi Transport System, Ltd.: High quality service, efficient operations, technological innovations.

Hankyu Hanshin Express Co., Ltd.: High quality service, innovative solutions, efficient operations.

Toll Japan Co., Ltd.: Global network, customer-focused solutions, technological innovations.

Turkish Logistics Enterprises:

Ekol Logistics: Global solutions, innovative technologies, environmentally friendly services, customer-oriented approach.

MNG Cargo: Fast and reliable service, technological innovations, wide customer base, continuous development.

Aras Kargo: Fast and reliable delivery, customer satisfaction-oriented service, innovative solutions, wide network.

Horoz Logistics: High quality service, efficient operations, innovative technologies, sustainable solutions.

Yurtiçi Kargo: Reliable and quality service, customer satisfaction-oriented approach, innovative solutions, wide network.

Omsan Logistics: Customer-oriented service, innovative technologies, quality and efficient operations, environmentally friendly approach.

Mars Logistics: Global solutions, innovative technologies, efficient operations, customer satisfaction-oriented service.

Netlog Logistics: Global solutions, technological innovations, sustainable solutions, customer satisfaction-oriented service.

UN Ro-Ro Operations A.Ş.: High quality service, innovative solutions, broad customer base, efficient operations.

DHL Express: Global solutions, technological innovations, fast and reliable service, sustainable solutions.

Similarities:

Both Japanese and Turkish logistics companies focus on customer satisfaction and innovative technologies.

Both groups have global networks and have significant value in providing global solutions.

Efficient operations and high quality service delivery are important strategic values for both groups.

Differences:

While Japanese logistics enterprises have a large customer base and strong government support, Turkish logistics enterprises are more focused on wide network and continuous development.

Japanese businesses emphasize on innovative services and technological innovations, while Turkish businesses focus on environmentally friendly services and sustainable solutions.

This comparison reveals the general strategic values of Japanese and Turkish logistics enterprises. Of course, every business has its own strategic differences and focuses, so this list can be supplemented or changed.

There are some similarities and differences between the strategic values of Japanese and Turkish logistics companies. Companies of both countries attach great importance to global solutions and innovative technologies. However, while Japanese companies focus more on technological innovation and advanced technological infrastructure, Turkish companies place more emphasis on customer satisfaction-oriented services. Other priorities of Turkish companies include fast and reliable service, environmentally friendly services and a customer-oriented approach. Japanese companies, on the other hand, attach importance to high customer satisfaction, technological innovations and strong government support. Companies of both countries attach great importance to efficient operations and high-quality services.

It is seen that Japanese companies attach more importance to the global network and innovative technologies. However, it is seen that Turkish companies give more importance to customer satisfaction and customer-oriented services. Companies in both countries place emphasis on efficient operations and environmentally friendly services. In addition, it is seen that Japanese companies attach more importance to technological innovations, fast and reliable delivery, advanced technological infrastructure and strong state support. On the other hand, it is seen that Turkish companies attach more importance to a wide customer base, continuous development, wide network, high quality service and sustainable solutions.

CONCLUSION AND EVALUATION

Today, strategic management is an important factor for the success of businesses. Strategic values are the basic values that determine the vision, mission, goals and business principles of the enterprise. Strategic values are also of great importance in the logistics sector. Businesses must focus on strategic values to gain a competitive advantage and achieve sustainable growth.

The logistics industry is a critical industry that ensures the efficient transport of goods and services throughout the supply chain. In order for businesses to be competitive, meet customer expectations and increase their productivity, they need to manage their logistics processes effectively. This reveals the importance of strategic values.

Strategic values are the basic principles that guide the logistics activities of enterprises. While these values define the purpose and objectives of the business, they also define the way of doing business. Logistics businesses should consider factors such as customer focus, operational excellence, innovation, quality and sustainability while determining their strategic values.

Customer focus is a vital strategic value for logistics businesses. Ensuring customer satisfaction and meeting expectations is important for the sustainability and competitiveness of the business.

Meeting customer demands in a timely and error-free manner shows that logistics companies act in accordance with the principle of customer focus.

Operational excellence is a strategic value that helps logistics businesses increase their efficiency and gain competitive advantage. Optimizing processes, ensuring excellence in areas such as stock management and supply chain management enables businesses to provide fast and effective service.

Innovation is another important element of gaining competitive advantage in the logistics industry. Innovative approaches, use of technology and continuous improvement enable logistics businesses to create new opportunities while increasing their efficiency.

Quality is an indispensable strategic value for logistics businesses. The shipment of faulty products or the products that cannot be delivered on time cause customer dissatisfaction and damage the reputation of the business. A quality-oriented approach helps the business gain customer trust and achieve sustainable growth.

Sustainability is a strategic value that is gaining more and more importance in the logistics industry. Businesses should offer sustainable logistics solutions by considering environmental and social responsibilities. Operating in areas such as green logistics practices, energy efficiency and recycling enables businesses to gain competitive advantage.

The importance of strategic values for the logistics industry is of great importance for businesses to be competitive, to provide customer satisfaction, to increase operational efficiency and to achieve sustainable growth. Businesses should consider the requirements of the sector while determining their strategic values and should adapt to changing market conditions by constantly reviewing their values.

It is important for businesses operating in the logistics sector to focus on strategic values, gain competitive advantage and ensure sustainable growth. Strategic values such as customer focus, operational excellence, innovation, quality and sustainability are the main factors that determine the success of logistics businesses. For this reason, it is important for businesses to consider the requirements of the industry while determining their strategic values and to constantly review their values.

In this study, the strategic values of successful Japanese and Turkish logistics companies were compared. Emphasizing the importance of the logistics sector, the differences between the strategic values of successful logistics companies in Japan and Turkey are examined. The data obtained using the content analysis method were analyzed in terms of the similarities and differences of the strategic values of the logistics companies in both countries. This article is of great importance in terms of revealing the strategic values behind the success of Japanese and Turkish companies in the international logistics sector.

Explanatory comparative content analysis was used as the research method. This method is a research method used to systematically examine written texts. The obtained data were analyzed on the similarities and differences of the strategic values of Japanese and Turkish logistics companies.

According to the results of the study, the strategic values of the logistics enterprises of both countries have similarities, but also show significant differences. This study is one of the rare studies comparing the strategic values of logistics companies operating in Japan and Turkey. Therefore, it can be a valuable resource for researchers and academics who want to research on the strategic values of international logistics companies.

The study aims to reveal the factors behind the success in the logistics sector in these two countries by comparing the strategic values of Japanese and Turkish logistics enterprises. This study can be an important resource for those interested in the logistics industry and can contribute to research on the strategic values of international logistics companies.

The strategic values of Japanese and Turkish logistics companies are compared with the content analysis method, it is seen that companies in both countries focus on global solutions, innovative technologies and customer satisfaction. However, it has been revealed that while Japanese companies attach more importance to the global network, Turkish companies place more value on customer satisfaction-oriented services. In addition, it has been observed that Japanese companies invest more in technological innovations and efficient operations, while Turkish companies put more effort into fast and reliable services. Although there are similarities and differences between the two countries, both countries have successful companies in the logistics sector. The results of this study can contribute to the strategic planning processes of the logistics companies of both countries.

The strategic values of countries such as Turkey and Japan play an important role in the global competition of the logistics industry. Both countries stand out with their logistics companies that adopt innovative technologies, focus on customer satisfaction, carry out efficient operations and provide environmentally friendly services. These strategic values are very important in terms of responding to the needs of customers, increasing the efficiency of logistics activities, ensuring environmental sustainability and safe delivery of products. Therefore, investing in the strategic values of logistics companies in Turkey and Japan is critical for gaining competitive advantage in the sector and maintaining their presence in the global market.

The potential contributions of the study to the literature are listed below;

Observation on Strategic Value Statements: By providing observations and analysis on strategic value statements and their business applications, your article can help us understand the current state of affairs in this field.

The Role of Values in Business Culture: The article may bring a new perspective to research in this field, as it examines how value expressions influence and direct business culture.

Business Ethical Climate: By addressing the relationship between value statements and business ethics, it can contribute to understanding how businesses can shape their ethical climates.

Application and Real Life: Your research can highlight the potential for tangible business impact by considering how strategic value statements should be reflected in real business practices, rather than just statements.

Business Leadership and Communication: Can guide leaders and managers in this field as it explains how value statements play a role in leadership and communication.

This study may provide useful information to researchers, business leaders, and educators working in the fields of strategic management, business ethics, and leadership to better understand the importance of value expressions in the business world.

STATEMENT OF RESEARCH AND PUBLICATION ETHICS

The method used in the study does not require ethics committee approval.

DECLARATION OF SUPPORT

This study was not supported by any person or organization.

CONFLICT OF INTEREST STATEMENT

There is no conflict of interest between the authors.

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