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EFFECTS OF CORPORATE IDENTITY/IMAGE ON ADAPTIVE CAPABILITIES THROUGH BRAND VALUE AND CUSTOMER VALUE: A COMPARATIVE STUDY ON TURKEY'S SOUTHEASTERN ANATOLIA AND MARMARA REGIONS

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Abstract

The issue of adapting to the rapid change experienced in today's competitive conditions is of primary importance for the continuity and profitability of enterprises. Achieving this depends on the adaptive capabilities of businesses. Adaptive capabilities are recognized by businesses as the factors that make competitive success permanent in dynamic markets. Adaptive capabilities are expected to develop as a result of corporate identity (image), brand value, customer value and their returns. Although there are many researches in the literature on the mentioned concepts, it is decided to carry out this study because there is no study on the effect of corporate identity and image and brand value on customer value and the effect of customer value on adaptive capabilities. Therefore, it is deemed important to examine whether corporate identity and brand value have a positive impact on customer value and customer value on adaptive capabilities in terms of the success of the enterprises.

The aim of this study is to determine the impact of corporate identity and image, brand value, and customer value on adaptive capabilities. The survey form prepared for this purpose was applied to the enterprises located in the Southeastern Anatolia region (SAR) and Marmara Region (MR) which constitute the research population. The data obtained were processed into statistical analysis program data logs. Based on the data, analyses such as frequency, reliability, validity, t-test, one-way variance (ANOVA), regression and correlation were performed. As a result of the analysis, it was concluded that the corporate identity (image) and brand value have an impact on customer value and the customer value has an impact on adaptive capabilities, and there is a positive and meaningful relationship between them. Suggestions were made to businesses based on the results.

Keywords: Corporate Identity and Image, Brand Value, Customer Value, Adaptive Capabilities

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1. INTRODUCTION

In general, businesses need adaptive capabilities to adapt to current and future economic conditions and to sustain their existence. Therefore, for the acquisition and development of adaptive capabilities, it is important to take into account concepts such as brand, corporate image, and customer value and to implement them successfully. It is not possible to claim a brand value of a business that does not have a positive corporate image. Moreover, it is clear that a business that lacks the brand and corporate image will be incapable of creating customer value and this will have negative repercussions on adaptive capabilities.

Especially in the present day, when consumer needs and expectations are increasing, technological developments are changing rapidly and the life span of goods and services is getting shorter, the continuity of businesses has become even more difficult. Therefore, it is important for businesses to focus on brand, corporate image and customer value in order to continue their activities in a stable manner, to stand out and to build trust for their internal and external stakeholders. This is because the opportunity to reach adaptive capabilities can only be achieved by focusing on these concepts and their successful integration, planning and implementation. Businesses with adaptive capabilities can be claimed to be more comfortable, more flexible and faster to adapt to any condition.

In this study, the effects of corporate identity (image), brand value and customer value on adaptive capabilities, which are vital for the continued profitability and assets of enterprises in a competitive environment, were attempted to be determined. In addition, the perspectives of the enterprises operating in both the Southeastern Anatolia region (SAR) and the Marmara region (MR) were tried to be presented regarding the factors affecting the future and success of businesses. For this purpose, in the study an answer was sought for the question, "does corporate identity and image and brand value have an impact on customer value and customer value on adaptive capabilities?"

2. LITERATURE REVIEW

2.1. BRAND

In parallel with the development of trade, the concept of brand arose from the need to reveal that the goods and services of enterprises are different from those of their competitors (Kaplan and Baltacioğlu, 2009: 307). Therefore, we can define a brand as names, concepts, symbols, signs, shapes, colors and a combination of them that introduce goods and services, define their identity and show that they are different from other products (Aaker, 1991). In fact, it can also be defined as a combination of the feelings and thoughts it represents. Moreover, the brand is a structure that represents both the business and its goods and services (Kırdar, 2001). The brand reaches significance depending on the psychological impact it has left on the stakeholders. Therefore, it is necessary to create an image of the brand and to establish an emotional bond with it in order to present an identity to the business and its goods and services (Bakar, 2011).

In today's conditions, the brand is recognized as one of the most important determinants of business

value through the consumer engagement and the influence on consumer behavior it creates (Zeren and Gökdağ, 2017). The brand, which provides a competitive advantage to businesses and supports them in terms of corporate image, is the trust of customers to its commitments, a guarantee of the quality of the product and a promotional identity for the business image (Inan and Doğan, 2005). The brand that ensures the effectiveness of marketing efforts is of greater importance to businesses, especially during periods of intense competition. Moreover, due to brand loyalty, loyal consumer and customer groups have an approach to help solve the business' problems in times of trouble (Demir, 2009).

A brand that does not have a permanent and loyal customer base is seen as vulnerable in general (Aaker, 2009). A brand that provides a strong defense mechanism to the business in a competitive environment also forms the infrastructure for establishing valuable and lasting relationships with customers. A strong brand image in a sense means the formation of loyal customer groups. A brand that facilitates communication with its internal and external stakeholders also acts as a legal protective element for manufacturers against counterfeit goods and services (Aktuğlu, 2004).

Brands, which form the infrastructure of long-term gains, also form the basic structure of the competitiveness of enterprises (Yaraş, 2004). Since this affects consumers' perceptions of goods and services in a positive way, it plays an important role in the differentiation of goods and services and the formation of corporate identity. It also prepares the infrastructure for more effective and healthy marketing communication and the creation of customer value (Aaker, 1996). Therefore, it can be said that businesses need to take into account corporate image and brand formation, which have long-term effects in terms of profitability and competition.

2.2. CORPORATE IMAGE

The concept of image, which derives from the Latin root "imago", is considered to be the interpretation and perception of an object or the activities of an institution, or of an individual from a psychological or emotional point of view (Türkkahraman, 2004). It is also recognized as the separation of institutions, objects and individuals from others (Çelik and Akgemci, 1998). Influenced by beliefs, lifestyle, ideas, ethical values, and emotions, image is a concept created by intellectual means through all existing emotional and real data (Davis, 2006). The corporate image is closely related to how it is perceived by the internal and external environment of the organization and its internal and external stakeholders (employees, customers, suppliers, competitors, etc.) and how it is interpreted based on this perception (Davies et al., 2004).

Corporate image is considered a kind of performance that is perceived and may be accepted by consumers (Yu and Zhou, 2017). The corporate image can be expressed as the reputation of the enterprise before the public opinion and the respect, trust and appreciation of the goods and services it produces (Giovanis et al., 2014). Therefore, businesses want their corporate image to be positive. Because the positive corporate image, which gives the business prestige and reliability (Polat, 2011), excels at creating value against competitors.

It is known that the customer potential of companies with high corporate reputation is also higher (Akgün and Tekin, 2019). In general, consumers prefer to be customers for the products of companies with high corporate reputation among similar others (Akgöz, 2007). Therefore, the corporate image that is evaluated positively by customers brings returns to the business in sales and profitability (Sağır, 2016). Since the need for corporate reputation increases especially during crises, it is clear that companies that can differentiate themselves in a positive way will receive public support in these periods (Peltekoğlu, 2009).

The positive corporate image perceived by customers will drive them to repurchase, while increasing customer loyalty and brand value of businesses. More importantly, it will enable businesses to generate more gains and profits. Since customer satisfaction will develop positively with the positive corporate image created, customers' trust to the business will increase even more. Since this will make customers loyal to the business and its products, it will also bring about customers' positive attitudes and behavior towards the business and its products. This will result in customers buying more in quantity and shopping in higher frequency. Otherwise, it will adversely affect customer satisfaction and loyalty. The resulting negativity will also reduce the profitability of businesses along with sales (Davies et al., 2004).

Corporate reputation, which is seen as a complementary component of the elements that lead to positive interaction with all stakeholders and provide a competitive advantage, is regarded as a pathway to innovation by protecting the competitive assets of enterprises. The corporate image (Mahon, 2002), which also serves the development of new ideas, trends, product and service development and adaptive capabilities, is also important for the internal and external stakeholders of enterprises and the relations with them. In other words, the corporate image also affects the structure and quality of the relations with the internal and external stakeholders of enterprises. This effect returns to businesses as positive or negative behavior and reactions (Vigoda-Gadot, and Ben-Zion, 2004). Therefore, in a competitive environment, businesses need to make more efforts to maintain their corporate image in order to ensure the continuation of their assets and to establish and develop long-term relationships with their internal and external stakeholders in a an environment of trust (Bidin, et al., 2014).

2.3. RELATION BETWEEN CORPORATE IMAGE AND BRAND

There is a mutual interaction between the corporate image and the brand. It is argued that corporate image, which is thought to be the intellectual reflection of the beliefs and ideas of stakeholders from the perspective of businesses is an effective factor in creating brand value that will attract consumers (Kim et al., 2014: 132). It is also recognized that brand image is the most important element in strengthening corporate image (Göktas and Parıltı, 2017). Corporate reputation is an important determinant in the formation of brand value (Mudambi et al; 1997). Positive corporate image, which affects the brand perception of both consumers and industrial customers, is seen as the main factor in the positive assessment of industrial buyers in particular (Esmaeilpour and Barjoei, 2016). It is known that especially a positive corporate image leads to a lasting and effective brand loyalty by allowing positive thoughts to be reflected in existing brands or new products and brands (Clow and Baack, 2002). In fact, it is accepted that positive corporate image increases the acceptance levels of brands having the same name with the corporate organization, and accordingly, confidence, quality and warranty perceptions toward these brands facilitate buying behavior (Ak, 1998). It is also noted that positive corporate image is a

factor that makes sales management more competitive in marketing mix practices (Yoon, Guffey and Kijewski, 1993).

It is possible to see in the literature the relationship between customer satisfaction and corporate reputation. For example, a study by Davies et al. (2003) found that all dimensions of the corporate personality scale are associated with satisfaction. Another study was conducted by Da Silva and Alwi (2006), who found out that the relationship between corporate brand name and satisfaction was very high.

Corporate image (Cop and Bekmezci, 2008), which is important in building customer loyalty and providing low-cost promotion efforts, is as important as effective promotion in creating a distribution network and in purchasing decisions (Yoon, Guffey and Kijewski, 1993). In this context, it is possible to state that the corporate image has a structure that enables the message to be delivered to the target audience to be more effective and easier to reach (Karaköse, 2007).

Representing all processes from marketing to financial performance (Reichheld, Markey and Hopton, 2000), corporate image and brand have implications on the financial results of businesses (Bilbil Karayel, Sütçü and Kıyat, 2013). These effects on corporate image and brand occur at different levels depending on product and industry specific conditions (Berry, 2000). Corporate image is more effective than brand image in some commercial markets, while the latter excels in some others regarding the purchasing decision process. While the impact of brand on quality perception of goods and services is more pronounced, the impact of corporate image on customer loyalty and customer value seems rather dominant (Cretu and Brodie, 2007).

2.4. CUSTOMER VALUE

Although the advanced technology of the information age provides a basic level of competitive advantage, the new market dynamics impose that the customer value be high for its sustainability (Çandır and Uray, 2008). Accordingly, customer relations are a vital factor in competitive advantage for businesses (Duffy, 2000). It is known by business managers that to acquire new customers is more costly than to retain the existing ones (Tekin and Çiçek, 2002). Therefore, the loyal customer is important for the profitability and continuity of the business (Aaker, 1996).

As the quality of the trust-oriented relationships established with customers constitutes customer value (Saint-Onge, 1998), long-term customer relations are the most important tool of enterprises for competition (Doğan and Demiral, 2007). Today, customer value is considered to be the common achievement ensured by the business and the customer (İşevi and Çelme, 2002). Therefore, viewed as the determinants of customer value, corporate image, brand, customer loyalty, distribution channels, customer relationships, the quality of goods and services and customer satisfaction should be given particular importance (Kaplan and Norton, 1992; Guthrie, 2001). Since customer value is difficult and costly to emulate (Doğan and Demiral, 2007) businesses that protect their customers and increase their loyalty are more advantageous than their competitors (Nakdiyok, 2007).

Customer value is evaluated according to its power to influence the market (Demir and Taşkın, 2008) and measured based through the value of loyal customers (İşevi and Çelme, 2005). Also the nature, impact, contribution, productivity, differentiation of the customer, the persistence and development of the customer base, business volume growth, the ratio of sales to steady customers, the ratio of sales returns, the number and value indicators of both buyers and sellers, the existence of qualified customer relations are regarded as factors that help measure the customer value (Özer, Ergün, and Yılmaz, 2015). In this sense, it is important for businesses to have information about customers in order to create value for them. Information about customers is generally stored in corporate information systems (Cegarra-Navarro and Sanchez-Polo, 2008). In order to obtain information, it is necessary to have trust, cooperation and open relations between business and customers in the adaptation-oriented innovation process. In this way, the data retrieval from customers and the information flow back to them will take place through customer relations (Bayer, 2005). Ensuring trust, loyalty and mutual information flow in the communication network established with customers (Lee, Chen, Kim and Johnson, 2008) enables customer value and continuity at the same time. As the exchange increases, new information and new resources will enter the portfolio of the enterprise. Otherwise, it will be late in understanding the changes and developments that take place and it will lead to resistance in the processes of innovation and change, which will lead to failure (Jassawalla and Sashittal, 2003). In general, the information obtained from the internal and external environment of enterprise can help respond to customers' needs, adapt to technological developments and develop the business skills required for leadership (Christensen and Bower, 1996). This will contribute to the development of adaptive capabilities of enterprises (Bayraktar, 2007).

2.5. ADAPTIVE CAPABILITIES

Globalization and the intense competition it causes are rapidly changing market dynamics and leaving businesses face to face with a global competition. The dynamism that is experienced obliges businesses to be proactive and innovative (Muzaffar, 2011), while at the same time reducing costs and increasing quality (Bayyurt, 2011). Adaptive enterprises are enterprises that can adapt to new conditions (Apaydın, 2008), reach new ideas, produce and deliver goods and services suitable to new trends and conditions (Gemlik et al., 2009). In these conditions, enterprises that give importance to research and development can gain temporary competitive advantage. For example, some businesses try to gain an advantage by developing the next product or a higher version of the same product before releasing one to the market (Nordström and & Nordström, 2002). However, continuity of this situation depends on the continuity of the development of adaptation capabilities (Tiruneh and Bucek, 2008).

Rapid, persistent and constant change is present at every moment, in every area and in every place and is the sine qua non of the current new era. Therefore, it is vital that businesses and organizations adapt to competitive conditions for their continuity and profitability (Nonaka and Takeuchi, 1995; Li and Gao, 2003).

The rapid expansion and complexity of the markets has made it difficult for most businesses to understand new conditions and adapt to this change, and has made them incapable of reacting to the developments in the market at the required pace (Apaydin and Torlak, 2011). While some businesses

have grown stronger over time against their competitors and turned crises into opportunities, some others have become extinct in the face of the others (Karayel et al., 2013). In order to avoid this stage, businesses need to be structured to integrate innovative and adaptive capabilities in order to develop new products and services with long-term effects, rather than short-term profitability and adaptation (Taghizadeh and Zeinalzadeh, 2012). According to PwC's 2008 Annual Global CEO Survey, adaptive capabilities are the most important source of competitiveness.

Adaptive capabilities offer a competitive advantage, especially by ensuring adaptation to conditions that are constantly changing (Zulfiqar, Hongyi and Murad, 2017). A business must have three dimensions of adaptive capability in order to adapt to new conditions. The first is to learn about live markets that increase deep market views with an advanced pre-warning system to predict market changes and unsatisfied customer expectations, which is also a horizon scanning. The second is the realization of adaptive market trials learned from continuous experience and the third is the adoption of open marketing policy that continuously markets. With the mentioned adaptive capability dimensions, an enterprise can create more flexible, fluid and more adaptive business models (Day, 2011).

Customers who determine companies' behaviors in the market through claims and demands in intense competitive environments takes a critical role in the realization of external adaptation of enterprises and adaptation to competitive conditions (Böyükaslan et al., 2017). An early projection of change in the market increases the adaptive capabilities of organizations, giving them a competitive advantage (Mason, Doyle, & Wong, 2006). In order to adapt to the new conditions, it is necessary to get the ideas of the business environment, to ensure customer satisfaction with retrospective information and start new practices that can increase sales volume (Toraman, Abdioğlu and İşgüden, 2009). In this way, customer-focused efforts can be initiated with the approach of customer orientation (Topçu and Işık, 2007), market change can be perceived, market needs can be predicted through innovative goods and services. In this context, it is possible to suggest that the dynamic relationship between customer and business is the basis of market orientation (Akgün, Keskin, Günsel and Sakarya, 2010). The emergence of dynamic relationships depends on knowledge, acquisition, accuracy and continuity. Therefore, the transfer and transformation of information is essential for the formation of dynamic relationships and for a network to create value (Sveiby, 2001).

Besides the information obtained from the internal environment of the enterprise, identification and classification of the information generated by external sources such as suppliers, customers, and competitors, and the development of plans and schemes according to the obtained results will gain the organization unrivaled capabilities, and thus short- and long-term competitive advantage (Nonaka and Takeuchi, 1995). Businesses with adaptive capability are those that listen to their employees, suppliers and customers. Such businesses are those that seek to satisfy customers by better understanding their needs (Moon and Kym, 2006; Shih, Chang and Lin, 2010) and benefit from their creativity. These businesses develop recommendation systems to increase benefit rates (Sahin, 2009). This information also contributes to the operational capabilities of enterprises (Von Hippel, 1988). This contribution again leads to customer satisfaction and therefore competitive advantage with the benefit of product development, improvement of existing products, and formation of production and distribution phases (Saint-Onge, 1998).

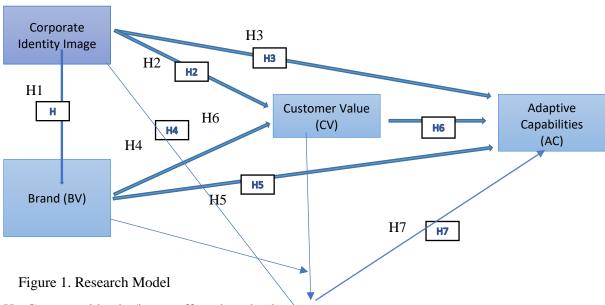
3. METHODOLOGY OF RESEARCH

3.1. Research Subject and Question

The main objective of this study is to determine the impact of corporate identity and image (CII), brand value (BV) and customer value (CV) on adaptive capabilities (AC). Accordingly, the research question is determined as "Does corporate identity and image and brand value have an impact on customer value and customer value on adaptive capabilities?"

It has been tried to reveal whether all three concepts have a positive effect on adaptive abilities or not, in other words, whether corporate identity and image and brand value have an impact on customer value and adaptive capabilities. In addition, it is aimed to determine the perspectives of businesses in both Southeastern Anatolia Region (SAR) and Marmara Region (MR). For this purpose, this study is a descriptive research and it aims to identify the variables that have an effect on the research problem, the relationship between those variables and their importance.

3.2. Research Model and Hypotheses



H₁: Corporate identity/image affects brand value.

H₂: Corporate identity/image affects customer value.

H₃: Corporate identity/image affects the adaptive capabilities of the company.

H₄: Brand value affects the company's customer value.

H₅: Brand value affects the company's adaptive capabilities.

H₆: Customer value affects the company's adaptive capabilities.

 H_7 : Corporate identity/image, brand value and customer value have a positive impact on adaptive capabilities.

3.3. Population and Sampling

The data of the most developed the least developed regions of Turkey were also analyzed as independent samples in order to see if there was a difference in impact in the context of regions with different levels of development in the research universe and to measure the impact of regional development. In terms of regional development, based on the criteria determined by the State Planning Organization of Turkey, MR was found as the most developed region according to the socio-economic development index, while SAR was found as the least developed (SEGE, 2011).

The survey was sent by e-mail to businesses in each region whose e-mail addresses can be accessed in the period of March-October 2019. There have been 211 returns from SAR and 197 from MR. In total, 408 surveys were conducted.

According to information received from the Small and Medium Enterprises Development Organization (KOSGEB), which is organized in 81 provinces; as of 2019, there are 1,443,727 enterprises registered in the KOSGEB database throughout Turkey. Again, according to the data obtained from KOSGEB, numbers of enterprises in each registered in the organization's database are as follows.

Table 3.1. Regions and Numbers of Businesses by Region

Regions	Number of Registered Businesses
MR	483.577*
Central Anatolia Region	254.157
Aegean Region	221.358
Mediterranean Region	184.615
Black Sea Region	146.569
SAR	80.595*
Eastern Anatolia Region	72.856

Based on the current number of enterprises, the sample size for each population was determined to be 384 (http://www.istatistik-tezdestek.com/orneklemhesaplama, Access Date: June 12, 2019). The sample size was taken as 408 in order to increase the reliability interval and decrease the margin of error level.

3.4. Scale and Scale Development Process

In order to facilitate measurability and interpretation and to obtain objective data, the survey method was used as the data collection method. To create the survey, the sources present in the literature were scanned and read. In the next phase, a questionnaire was created and the main process was initiated.

The prepared questionnaire consists of three sections. The first section contains descriptive questions about the demographic information of the participating enterprises. In the second section, corporate

identity and image were measured by the 4-statement scale developed by Yilmaz (2015), brand value was measured by the 4-statement scale developed by Yilmaz (2015), and customer value was tested by the 5-statement scale developed by Yilmaz (2015). In the third section, the 5-statement scale developed by Alpkan et al. (2009) was used to measure adaptive capabilities.

3.5. Data Analysis

3.5.1. Statistical Methods Used in Data Analysis

Cronbach's Alpha and factor analyses were conducted to check the reliability and the construct validity, respectively. Frequency and percentage distribution were used to evaluate the demographic data of the participant enterprises who responded to the survey. In addition, the T test, one way ANOVA, correlation and regression analyses were used to test the hypotheses.

Since the number of questions was 20 and the number of questionnaires was 408, it was determined that the study was suitable for reliability analysis (Ural and Kılıç, 2006: 286; Kayış, 2010: 403). The reliability coefficient is expressed with values between 0 and 1. As this value approaches 1, the reliability level increases.

Table 3.2. Reliability Analysis Table

Cronbach's Alpha	N of Items
.907	20

As shown in Table 1, Cronbach's Alpha value is 0.907. Since this value is in the range $0.80 \le \alpha < 1.00$, it is considered highly reliable.

 Table 3.3. Factor Analysis Table

Kaiser-Meyer-Olkin Adequacy.	Measure	of	Sampling	.915
		Approx. Square	Chi-	3246.616
Bartlett's Test of Sphere	ricity	df		171
		Sig.		0.000

A factor analysis was carried out to test the construct validity of the research. The KMO value was calculated as 0.915 and the significance value was found 0.000. Since the KMO value is greater than 0.50 and the Barlett value is 0.000, it is concluded that the data is appropriate to measure. The total variance of the determined factors was calculated as 59.406%. The factor analysis revealed 4 factors. These factors are given in Table 3.4.

Table 3.4. Factor Analysis Table for Variables

VARIABLES	Factor Loads					
VARIABLES	1	2	3	4		
Corporate Identity 1			0.724			
Corporate Identity 2			0.790			
Corporate Identity 3			0.549			
Corporate Identity 4			0.600			
Brand Value 1				0.586		
Brand Value 2				0.727		
Brand Value 3				0.769		
Brand Value 4				0.656		
Customer Value 1		0.500				
Customer Value 2		0.688				
Customer Value 3		0.782				
Customer Value 4		0.763				
Customer Value 5		0.650				
Adaptive Capabilities 1	0.702					
Adaptive Capabilities 2	0.794					
Adaptive Capabilities 3	0.787					
Adaptive Capabilities 4	0.758					
Adaptive Capabilities 5	0.720					
Adaptive Capabilities 6	0.467					
Adaptive Capabilities 7	0.625					

When table 3.4 is examined, it is observed that the factor loads are above the acceptable level as they greater than 0.30.

3.5.2. Definitive-Descriptive Statistical Analysis

This section covers frequency and percentage distributions of questions about the participant businesses to determine the business type, number of employees, year of establishment and the role of the person answering the survey.

Table 3.5. Demographic Distribution Table

Business Type	F	%	Number of Employees	F	%
Manufacturer	94	23.0	10 People or Less	178	43.6
Commercial Enterprise	153	37.5	11-50 People	145	35.5
Service Enterprise	161	39.5	51-250 People	67	16.4
Total	408	100.0	251 People or More	18	4.4
Role	F	%	Total	408	100.0
Business Owner	262	64.2	Year of Establishment	F	%
Business Manager	59	14.5	1980 and Before	18	4.4
Authorized Employee	87	21.3	1981-1990	13	3.2
Total	408	100.0	1991-2000	54	13.2
			2001-2010	129	31.6
			2011 and After	194	47.5
			Total	408	100.0

When table 3.5 is examined, it is seen that 23% of the respondents were manufacturing, 37.5% were commercial and 39.5% were service businesses. Of the respondents, 64.2% were business owners, 14.5% were business managers and 21.3% were authorized employees. Looking at the number of employees of the participating businesses, 43.6% had 10 people or fewer employees, 35.5% had 11-50 employees, 16.4% had 51-205 employees, and 4.4% had 251 employees or more. In respect to the year of establishment, 4.4% of the participating businesses were established in 1980 and before, 3.2% in 1981-1990, 13.2% in 1991-2000, 31.6% in 2001-2010 and 47.5% in 2011 and after.

Table 3.6. Table of Averages for Expressions

Expre		N	Av.	St. Sp.
CII1	Our business opts for long-term effects of decisions rather than short-term interests.	408	3.93	1.047

CII2	It is very important to have a good image and reputation for our business.	408	4.39	.893
CII3	Our business is a recognized and known enterprise in the sector.	408	4.07	1.023
CII4	The environment's views on our business are generally positive.	408	4.21	.975
BV1	Being a valuable brand is one of our most important corporate goals.	408	4.23	.984
BV2	We obtain the patent rights or copyrights of the products belonging to our enterprise.	408	3.61	1.344
BV3	We have well-known and powerful brands.	408	3.69	1.274
BV4	Customers' loyalty to our brand is high.	408	3.81	1.158
CV1	We receive continuous feedback (information) from our customers about our products/services.	408	3.87	1.053
CV2	Our customers are more dependent on us than our competitors in the industry.	408	3.86	1.038
CV3	Our relationship with our customers is strong, stable and long-term.	408	4.13	.956
CV4	We believe our customers will continue to work with us in the future.	408	4.08	.987
CV5	Customers contribute to the development of our company.	408	4.12	.971
AC1	Ability to market new products before competitors is above the average.	408	3.52	1.137
AC2	The proportion of new products in the existing product range is above the average.	408	3.59	1.116
AC3	The number of new products and services is above the average.	408	3.56	1.050
AC4	Innovations developed about business processes and methods are above the average.	408	3.61	1.071
AC5	The quality of new products and services developed is above the average.	408	3.78	1.048
AC6	The number of innovations that are patented or can be patented is above the average.	408	2.89	1.434
AC7	Renewal of administrative structure and mentality according to environmental conditions is above the average.	408	3.74	1.119

Table 3.6 shows the agreement averages for statements regarding corporate identity (image), brand value, customer value and adaptive capabilities. The highest average in the corporate identity (image) scale is for CII2 expression with 4.39 and the lowest average is for CII1 with 3.93. Given that the corporate image is considered significant, it is a contradictory to act to fulfill short-term interests. The highest average in brand value was obtained for BV1 with the 4.23 expression and the lowest average was for BV2 with 3.61. The enterprises want to be trusted brands, but they apply only a limited protection for their existing brand images. The highest averages for customer value were CV3 and CV5 with 4.13 and 4.12, while the lowest averages were CV1 and CV2 with 3.87 and 3.86, respectively. Regarding the adaptive capabilities, it is seen that the mean values are relatively low, the highest value is 3.78 for AC5 expression, and the lowest mean is 2.89 for AC6 expression. Therefore, it is seen that especially the products to be patented have low values in this regard. This also explains the reason for the low values regarding BV2 expression.

Table 3.7. Table of Regional Averages for Expressions

Expre	essions / Regions		N	Av.	St. Sp.
CII1	Our business opts for long-term effects of	SAR	211	3.97	1.060
CIII	decisions rather than short-term interests.	MR	197	3.88	1.033
CII2	It is very important to have a good image and	SAR	211	4.23	.998
CHZ	reputation for our business.	MR	197	4.56	.730
CII3	Our business is a recognized and known	SAR	211	4.14	1.032
CIIS	enterprise in the sector.		197	4.00	1.010
CII4	The environment's views on our business are	SAR	211	4.25	.988
CII4	generally positive.		197	4.16	.960
BV1	Being a valuable brand is one of our most important corporate goals.	SAR	211	4.10	1.059
DVI		MR	197	4.37	.880
BV2	We obtain the patent rights or copyrights of the products belonging to our enterprise.	SAR	211	3.95	1.131
DV2		MR	197	3.25	1.459
RV3	We have well-known and powerful brands.	SAR	211	4.06	1.111
DVS	we have well-known and powerful brands.		197	3.30	1.324
DVA	Customers' loyalty to our brand is high.	SAR	211	4.11	1.067
D V 4	Customers loyalty to our brand is high.	MR	197	3.48	1.163
	We receive continuous feedback (information)	SAR	211	3.97	1.053
CV1	from our customers about our products/services.	MR	197	3.76	1.046
CV2	Our customers are more dependent on us than	SAR	211	3.96	1.046
	our competitors in the industry.		197	3.76	1.021

CV3	Our relationship with our customers is strong,	SAR	211	4.17	.969
CVS	stable and long-term.	MR	197	4.09	.943
CV4	We believe our customers will continue to	SAR	211	4.12	1.007
CV4	work with us in the future.	MR	197	4.03	.966
CV5	Customers contribute to the development of	SAR	211	4.22	.905
CVS	our company.	MR	197	4.02	1.030
AC1	Ability to market new products before competitors is above the average.	SAR	211	3.62	1.134
ACI		MR	197	3.42	1.134
AC2	The proportion of new products in the existing	SAR	211	3.74	1.113
AC2	product range is above the average.	MR	197	3.43	1.098
AC3	The number of new products and services is	SAR	211	3.65	1.014
ACS	above the average.		197	3.45	1.080
AC4	Innovations developed about business	SAR	211	3.77	1.098
ACT	processes and methods are above the average.	MR	197	3.44	1.017
AC5	The quality of new products and services	SAR	211	3.83	1.124
nes	developed is above the average.	MR	197	3.72	.959
AC6	The number of innovations that are patented or	SAR	211	3.10	1.491
AC0	can be patented is above the average.	MR	197	2.67	1.339
		SAR	211	4.02	1.113
AC7	mentality according to environmental conditions is above the average.	MR	197	3.43	1.046

Table 3.7 shows the regional averages for expressions. When the table is examined, it is seen that the highest average in SAR represents the good reputation with an average of 4.25; the average of 4.56 in MR for CII2 refers to the wish to have a good reputation, while the lowest averages are 3.97 and 3.88 in both SAR and MR for CII1. Although they wish otherwise, businesses show behaviors that prioritize short-term interests. The highest averages in SAR for brand value statements are 4.11 and 4.10 for BV4 and BV1 and 4.37 for BV1 in MR, and the reliability level for the customers is found high. The expression with the lowest average score was found as BV2 in both SAR and MR. Regarding the customer value statements, the highest mean in SAR was for CV5 with 4.22, in MR was CV3 with 4.09, in SAR was CV2 and CV1 with 3.96 and 3.97, and in MR was CV1 and CV2 with 3.76. When we look at the statements about adaptive capabilities, it is seen that the highest average in SAR is for AC7 with 4.02, which represents that managements are more selfless to adapt to the new conditions, while in MR it is for AC5 with 3.72, which shows that they have improved to adapt their products to the new situation. The lowest average in SAR was found for AC6 with 3.10 and again for AC6 with 2.67 in MR. The results suggest that SMEs find themselves weak in producing innovative patents.

Table 3.8. T Test Table on the Difference Between Regions and Factors

REGIONS		N	Av.	St. Sp.	F	t	Sig.
Corporate Identity	SAR	211	4.1469	.78474	.436	038	.510
(Image)	MR	197	4.1497	.71770	.430	038	.510
Brand Value	SAR	211	4.0395	.83699	7.732	7.422	.006*
Dianu value	MR	197	3.3435	1.05135	1.132	7.365	.000
Customer Value	SAR	211	4.0872	.69992	3.843	2.109	.051
Customer value	MR	197	3.9299	.80544	3.043	2.099	.031
Adaptive	SAR	211	3.6770	.82435	1.668	3.740	.197
Capabilities	MR	197	3.3648	.86227	1.000	3.734	.171

^{*}p<0.05

As a result of the T test, which was conducted to determine the significant differences between the responses given by the participants from different regions and the variables, only the difference regarding the Brand Value was found significant. There was no significant difference in other variables. When we look at the averages for Brand Value, which shows a significant difference (p=0.006), it is seen that participants in SAR place more emphasis on the brand value of the business and the goods and services of the enterprise than the participants in MR. It is an interesting fact that although they are in a less developed region, their brand values are higher compared to the enterprises in MR. This finding is remarkable in the context of the brand being more effective in underdeveloped regions.

Table 3.8. T Test Table on the Significant Difference Between Regions and Factors

Expressions / Regio	ns	N	Av.	St. Sp.	F	t	Sig.
It is very important to have a good	SAR	211	4.23	.998		-3.800	
image and reputation for our business.	MR	197	4.56	.730	16.516	-3.839	.000*
	SAR	211	3.95	1.131		5.390	
patent rights or copyrights of the products belonging to our enterprise.	MR	197	3.25	1.459	36.803	5.344	*000
We have well-	SAR	211	4.06	1.111		6.275	
known and powerful brands.	MR	197	3.30	1.324	14.611	6.237	.000*
Customers' loyalty	SAR	211	4.11	1.067	7.129	5.765	.008**
to our brand is high.	MR	197	3.48	1.163	1.129	5.748	.008***

^{*}p<0.01 **p<0.05

As a result of the T test conducted to determine significant differences between the responses given by the participants from different regions and the variable expressions, significant differences were identified in Corporate Identity (Image) 2, Brand Value 2, Brand Value 3 and Brand Value 4 expressions. No significant difference was found in other expressions related to the given variables. When we look at the averages for the significant difference in the expression of Corporate Identity (Image) 2 (p=0.000), the participants in MR are more in favor the statement "It is very important to have a good image and reputation for our business." compared to those in SAR. In addition, regarding the averages for the significant difference in Brand Value 2, 3 and 4 expressions, it is determined that the participants in SAR paid more attention to and agreed with all three expressions than the participants in MR.

Table 3.10. ANOVA Table on the Significant Difference Between Role in the Enterprise and Factors

Role in the Enterprise		N	Av.	St. Sp.	F	Sig.
	C. E. O.	45	3.5630	1.08204		.002*
	Business Owner	217	3.5699	1.03903		
Brand Value	Business Manager	59	3.8079	.97321	5 130	
Diana value	Authorized Employee	87	4.0383	.82347	3.130	
	Total	408	3.7034	1.00748		

^{*}p<0.05

As a result of the one-way analysis of variance (ANOVA) conducted to determine the significant difference between the participants' roles in their businesses, the only significant difference was found in Brand Value factor (F=5.130). No significant difference was found in other variables (Corporate Identity (Image), Customer Value, Adaptive Capabilities). According to the Tukey test, the significant difference between the participants' roles in the business and the brand value was between the chairman of the board and the owner and the authorized employee. This can be explained by the fact that executive employees adhere more to the business they work for and that they regard the brand value of both the business and its goods and services at a high level.

Table 3.11. Regression Analysis Table on the Impact of Corporate Identity/Image on the Brand Value

Model Summary

Model	R	R Square	Adjusted R Square	ed R Square Std. Error Estimate		of	the
1	.439 ^a	.193	.191	.6767	2		

a. Predictors: (Constant), Brand Value

ANOVA^a

Model	Sum Squares	of df	Mean Square	F	Sig.
1 Regression	44.351	1	44.351	96.847	.000b
Residual	185.928	406	.458		
Total	230.279	407			

a. Dependent Variable: Corporate Identity and Image

b. Predictors: (Constant), Brand Value

Coefficients^a

Model	Unstandard Coefficient		Standardized Coefficients t		Sig.	
	В	Std. Error	Beta			
1 (Constant)	2.935	.128		22.969	.000	
Brand Value	.328	.033	.439	9.841	.000	

a. Dependent Variable: Corporate Identity and Image

As a result of the regression analysis to determine whether corporate identity and image have a significant effect on brand value, a significant impact of the factor was found on the value. It was concluded from the table that the corporate identity and image represents 19.3% of the brand value, while the ANOVA table revealed significant results regarding to the model. When the last table is examined, it is possible to say that one unit increase in corporate identity and image caused a 0.328% (32.8%) increase in brand value and that there is a positive correlation between corporate identity and image and brand value (t=9.841; p=0.000). Since there is a statistically significant positive linear relationship between corporate identity and image and brand value, the **H1** hypothesis has been accepted.

Table 3.12. Regression Analysis Table on the Impact of Corporate Identity/Image on the Customer Value

Model Summary

Model	R	R Square	Adjusted R Square	Std. Estim	Error ate	of	the
1	.576ª	.332	.331	.6184	9		

a. Predictors: (Constant), Corporate Identity and Image

ANOVA^a

Model	Sum Squares	of df	Mean Square	F	Sig.
1 Regression	77.241	1	77.241	201.92	.000b

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				2	
Residual	155.307	406	.383		
Total	232.548	407			

a. Dependent Variable: Customer Value

Coefficients^a

Model		Unstanda Coefficie		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		Sig.
1 (Constant)		1.609	.172		9.363	.000
Corporate and Image	Identity	.579	.041	.576	14.210	.000

a. Dependent Variable: Customer Value

When the table was examined, it was concluded that the corporate identity and image represents 33.2% of the brand value, while the ANOVA table was found significant. A one unit increase in corporate identity and image led to a 0.579 (57.9%) increase in brand value and it is possible to say based on these data that there is a positive relationship between corporate identity and image and customer value (t=14.210; p=0.000). Since there is a statistically significant positive linear relationship between corporate identity and image and brand value, the **H2** hypothesis has been accepted.

Table 3.15. Regression Analysis Table on the Impact of Corporate Identity/Image on the Adaptive Capabilities of the Enterprise

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error Estimate	of	the
1	.472a	.223	.221	.75575		

a. Predictors: (Constant), Corporate Identity and Image

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	66.484	1	66.484	116.403	.000b
Residual	231.888	406	.571		
Total	298.372	407			

a. Dependent Variable: Adaptive Capabilities

b. Predictors: (Constant), Corporate Identity and Image

b. Predictors: (Constant), Corporate Identity and Image

Coefficients^a

Model				Standardized Coefficients	t	Sig.
		В	Std. Error	Beta	ι	2-6
1 (Constant)		1.297	.210		6.179	.000
Corporate and Image	Identity	.537	.050	.472	10.789	.000

a. Dependent Variable: Adaptive Capabilities

The model was found significant based on the ANOVA table (P=0.000). In the model summary table, it was determined that corporate identity and image represents adaptive capabilities by 22.3%. A one unit increase in corporate identity and image led to a 0.537 (53.7%) increase in adaptive capabilities, and it is possible to say that there is a positive correlation between corporate identity and image and adaptive capabilities (t=10.789; p=0.000). Since there is a statistically significant positive relationship between corporate identity and image and adaptive capabilities, the **H3** hypothesis has been accepted.

Table 3.15. Regression Analysis Table on the Impact of Brand Value on the Adaptive Capabilities of the Enterprise

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Estim	Error nate	of	the
1	.441 ^a	.195	.193		.6791	6		

a. Predictors: (Constant), Brand Value

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	45.277	1	45.277	98.159	.000 ^b
Residual	187.272	406	.461		
Total	232.548	407			

a. Dependent Variable: Customer Value

Coefficients^a

b. Predictors: (Constant), Brand Value

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	В	Std. Error	Beta		
1 (Constant)	2.785	.128		21.720	.000
Brand Value	.331	.033	.441	9.907	.000

a. Dependent Variable: Customer Value

When the table is examined, it is seen that the brand value represents the customer value by 19.5% and the model is significant. A 1-unit increase in brand value was found to result in an increase of 0.331% (33.1%) on customer value. Based on the data, it was determined that there is a positive correlation between brand value and customer Value (t=12.618; p=0.000). Since brand value affects customer value in a meaningful and positive way, the **H4** hypothesis has been accepted.

Table 3.15. Regression Analysis Table about the Brand Value's Impact on the Adaptive Capabilities of the Enterprise

Model Summary

Model	R	R Square	Adjusted R Square	Std. Estim	Error	of	the
1	.528 ^a	.279	.277	.7280	0		

a. Predictors: (Constant), Brand Value

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	83.197	1	83.197	156.980	.000 ^b
Residual	215.174	406	.530		
Total	298.372	407			

a. Dependent Variable: Adaptive Capabilities

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	В	Std. Error	Beta		
1 (Constant)	1.864	.137		13.563	.000
Brand Value	.449	.036	.528	12.529	.000

a. Dependent Variable: Adaptive Capabilities

b. Predictors: (Constant), Brand Value

When we look at the table and the ANOVA table, it is seen that brand value represents the adaptive capabilities by 27.9% and the model is significant, respectively. A positive one unit increase in brand value led to a 0.449 (44.9%) increase in adaptive abilities, and this data show a positive correlation between brand value and adaptive abilities (t=12.529; p=0.000). Since there is a statistically significant positive linear relationship between brand value and adaptive abilities, the **H5** hypothesis has been accepted.

Table 3.15. Regression Analysis Table on the Impact of Customer Value on the Adaptive Capabilities of the Enterprise

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531a	.282	.280	.72655

a. Predictors: (Constant), Customer Value

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	84.052	1	84.052	159.226	.000b
Residual	214.319	406	.528		
Total	298.372	407			

a. Dependent Variable: Adaptive Capabilities

Coefficients^a

Model			Standardized Coefficients	t	Sig.
	В	Std. Error	Beta		~ - 5.
1 (Constant)	1.115	.194		5.732	.000
Customer Value	.601	.048	.531	12.618	.000

a. Dependent Variable: Adaptive Capabilities

According to the results of the regression analysis performed to determine whether the customer value has a significant effect on adaptive capabilities, the model is significant (p=0.000) and the customer value has a significant effect on adaptive capabilities. It was concluded that customer value represents the adaptive capabilities by 28.2%. A 1-unit increase in customer value led to a 0.601 (60.1%) increase in adaptive capabilities, and this finding points out that there is a positive correlation between customer value and adaptive capabilities (t=12.618; p=0.000). Since there is a statistically significant positive relationship between customer value and adaptive capabilities, the **H6** hypothesis has been accepted.

b. Predictors: (Constant), Customer Value

Table 3.17. Regression Analysis Table on the Impact of Corporate Identity/Image, Brand Value and Customer Value on Adaptive Capabilities

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Estim	Error nate	of	the
1	.636a	.405	.400		.6631	5		

a. Predictors: (Constant), Brand Value, Corporate Identity and Image, Customer Value

ANOVA^a

Model	Sum Squares	of df	Mean Square	F	Sig.
1 Regression	120.703	3	40.234	91.489	.000b
Residual	177.669	404	.440		
Total	298.372	407			

a. Dependent Variable: Adaptive Capabilities

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	В	Std. Error	Beta		318.
1 (Constant)	.407	.205		1.988	.047
Customer Value	.334	.055	.295	6.063	.000
Corporate Identity and Image	.180	.055	.158	3.254	.001
Brand Value	.279	.038	.329	7.436	.000

a. Dependent Variable: Adaptive Capabilities

As a result of the regression analysis conducted to identify whether corporate identity/image, brand value and customer value have positive impact on adaptive capabilities, it was identified that all of these three independent variables (customer value, corporate identity (image), and brand value) have positive impact on the dependent variable, adaptive capabilities. It was determined that customer value, corporate identity (image) and brand value represent 40% of adaptive capabilities and the model was found significant.

b. Predictors: (Constant), Brand Value, Corporate Identity and Image, Customer Value

It was identified that a one unit increase in customer value led to a 0.334% increase (t=6.063; p=0.000), a one unit increase in corporate identity (image) resulted in a 0.180% increase (t=3.254; p=0.001) and a one unit increase in brand value caused a 0.279% increase (t=7,436; p=0.000) adaptive capabilities.

Based on the data, there is a meaningful and positive relationship between customer value, corporate identity (image) and brand value and adaptive capabilities. Based on the results obtained, the **H7** hypothesis was accepted.

 Table 3.18. Correlation Analysis Table

Correlations

		Corporate Identity and Image	Brand Value	Customer Value	Adaptive Capabilities
Corporate	Pearson Correlation	1	.439**	.576**	.472**
Identity and Image	Sig. (2-tailed)		.000	.000	.000
6-	N	408	408	408	408
Brand Value	Pearson Correlation	.439**	1	.441**	.528**
	Sig. (2-tailed)	.000		.000	.000
	N	408	408	408	408
Customer	Pearson Correlation	.576**	.441**	1	.531**
Value	Sig. (2-tailed)	.000	.000		.000
	N	408	408	408	408
Adaptive	Pearson Correlation	.472**	.528**	.531**	1
Capabilities	Sig. (2-tailed)	.000	.000	.000	
	N	408	408	408	408

^{**.} Correlation is significant at the 0.01 level (2-tailed).

When the table was examined, it was observed that there was a relationship between the corporate identity and the brand value of the image with a mean level of 1% (r=0.439). It was determined that there was a moderate relationship between corporate identity and image and customer value (r=0.576) and with adaptive capabilities (r=0.472) at a significance level of 1%.

It was also revealed that there was a moderate relationship between brand value with customer value (r=0.441) and with adaptive capabilities (R=0.528) at a significance level of 1%.

Finally, looking at the table, it is seen that the customer value has a moderate (r=0.531) relationship with adaptive capabilities at a significance level of 1%.

CONCLUSION AND SUGGESTIONS

The rapid development of technology today, the global development and the increase in information occurred due to these have brought about customer expectations, and thus, made the changes in customer relations inevitable. As a result of these developments and changes, the goods and services subject to production and sale have started to bear more similarities. This makes abstract values more important in the differentiation of goods and services. Therefore, as the abstract values that make difference, corporate identity and image, brand value and customer value have been brought to the fore (Cop and Bekmezci, 2008). More importantly, it has provided the basis for businesses to focus on developing their adaptive capabilities based on abstract values, whether for profit or not.

In dynamic markets where competition is intense, businesses need a brand and corporate identity (image) to interact with their customers (Hobikoğlu, 2011). Corporate reputation and brand play an important role for businesses that communicate and interact with customers continuously in gaining the resources held by consumers and other stakeholders, which are significant for the enterprises (Besler, 2011). Customer value is another important issue for businesses. Customers are the most important factor affecting the success of businesses. Because, they help businesses develop adaptive capabilities by providing expectations, trends of the market and information transfer to the business. For this reason, establishing long-term relationships based on trust with customers, determining their needs and trying to meet them fully is seen as important for the success of the enterprises.

Today, companies generally consider corporate identity and image, brand value, and customer value, as well as adaptive abilities that develop as a result of their returns, as the factors that bring permanent success in competition within dynamic markets. In this regard, the aim of this study is to determine whether corporate identity (image) and brand value have a positive impact on customer value and the latter on adaptive capabilities, as well as the impact of all mentioned concepts on adaptive capabilities.

As a result of the T test among the other analyses (Table 3.8), which was conducted to identify the differences between regions and factors, it was determined that there was a significant difference only in brand value (BV) and no significant difference in other variables. As a result of the T test (Table 3.9), it was observed that significant differences occurred in CII2, BV2, BV3 and BV4 expressions and that there was no significant one in others.

It was determined that there was a significant difference between the "participant's role in the business" and the "brand value" factor but not between the others (Table 3.10).

As a result of the regression analysis (Table 3.11, Table 3.12 and Table 3.13) to determine whether corporate identity/image has an effect on brand value, customer value and adaptive capabilities of the business, it was determined that CII has an effect on BV, CV and AC and that there is a positive relationship between them.

As a result of the regression analysis (Table 3.14 and Table 3.15) to determine whether brand value is effective on CV and AC, it was concluded that BV has a positive effect on both. Furthermore, as a result of the regression analysis (Table 3.16) to determine if CV has an effect on AC, a positive impact of the former was found on the latter.

The regression analysis (Table 3.17) conducted to determine whether CII, BV and CV showed that all three factors had a positive effect on AC. In the correlation analysis conducted to reveal whether there is any significant relationship between CII, BV, CV, and AC (Table 3.18) and it was determined that all of these three factors have significant relationships both among each other and with AC.

In general, when we look at the results of the analysis, it is possible to say that the factors and AC have vital importance for one another in maintaining the assets of the enterprises. In other words, the results revealed how important AC is for businesses in terms of profitability and asset retention. Therefore, it is clear that businesses need to place more emphasis and focus on AC within the global or local markets with dynamic structures, and more on CII, BV and CV factors that have impacts on AC. In order to achieve this, they should pay attention to trust and loyalty in internal and external customers and other stakeholder relations. It is important for enterprises to follow technological developments closely, to give importance to R&D studies, to adopt transparent and participatory management, to fulfill the promises they make to consumers through promotional activities or goods and services. This is because the undisputed effects of these three factors on the formation of the CII, BV and CV and AC on the mentioned issues reveal that the mentioned elements should be considered by the enterprises. Therefore, the adoption of adaptive capabilities, along with other factors, can help businesses getting stronger against competing businesses.

Future studies within the framework of this research can be conducted between industrially and economically developed or developing provinces and on larger populations. In addition, similar studies to be carried out in different regions or between different countries may encourage businesses to pay more attention to these factors, with the importance of the issue being demonstrated.

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